reeling under the impact.

Marching steadily, and often frolicking playfully, under the bunner of French intellectuals such as Jacques Derridn and Michel Foucault, miniums of this "discourse theory" have made language the key to sll thought and behavior. They announce that everything is a cunstructed text whose meaning and intention, characterized by linguistic discontinuities and ruptures, can be deconstructed.

Moreover, poststructuralism has joined forces with exhausted remnunts uf the New Left who are now holed up in university teaching and administrative prists, people whu hirbor dreams of social revolution fostered in the 1960's. The resulting alliance has produced a curious hybrid-the "linguistic left"-that has moved to ecotor stage in contempurary academic life.

Proclaiming a cultural politics of liberation, this coalition claims that by challenging and 'decentering' the meaning of ita language, Western society can be radically altered. Convinced that power resides in texts and their enveloping structures of language, discourse radicals have bent to the task of unlocking the codes, exposing the linguistic repressions, and undermining the basic assumptions of modern Western society. With its provocative and challenging critiques, the linguistic left has produced a powerful current of subversion in the intellectual life of fin-de-siècle America

Yet there may be less here than meets the eye. While the Foucaultians and Derridoids have become highly influential in all arens of cultural study, their project also appears fraught with severe weaknesses and dangers. The problem is not the one suggested by the moral nostrums of eritics of academe such as Lynna V. Cheney or the disingenuous fulminations of authors such as Dinesh D'Souza or Roger Kimball-who all charge that the linguistic left has sinned by staining the hallowed traditions of Western civilization with politics.

. 7.

Such traditions, of course, have always been politicized. More to the point, the problem is that the political agenda of the linguistic left has falled in its radicalism. My eritique flows from a Midwestern populism that makes me increasingly annoyed by the revolutionary posturing of prosperous neademics who like to pretend that they are something else. I believe that the linguistie left is something of a fraud.

In particular, several problems vex today's cultural "radicals." First, the linguistic left has consistently promoted a spurious view of politics and nower It insiets that oppression is rooted in language and founded on binary opposites-such as man/woman, master/ slave, white/black, authority/obedience-that define and stultify human beings and their societics.

This view contends, as Temma F. Berg and Jeanne Larsen state in the introduction to Engendering the Word (1989), that any discourse that is "rational orderly, impersonal, teleologically motivated, and almed toward closure may be another . . . straltjacket." Thus Ilberation, this camp believes, will result from a deconstruction of language that subverts traditional meanings and from a strategy of intense multiculturalism (or "canon busting") in the curriculum that destribilizes the dominant language of Western civilization.

Such a position, however, ignores several persistent problems. Grasping the linguistic dimension of injus-tice only scratches the surface of the social, economic. and political environments that influence language and culture and link them to the material world. If you can't deconstruct American social structures, the linguistic left seems to hope, you can deconstruct Moby Dick and

meterd it's the same thing:

Moreover, discourse politics seems remarkably devoid of real human connection. For small farmers hold-

Academe's Leftists Are Something of a Fraud



ing a notice of loan foreclosure, for the urban underclass, for unemployed stechworkers, the glib liberationist clnim of poststructuralism-that a decentered discourse will set you free-must scent puzzling indeed. Here is a fceble politics of words (one is tempted to say hot air) that only an academic can love.

Second, the linguistic left has built a political agenda that is narrowly elitiat and overly intellectual. Obseased with language, its own language has become specialized to the point of being incomprehensible. An arcane and esoteric jargon of "signifiers" and "signified," "intertextuality" and "epistemes," "reversibility" and "deep structurea" befuddles most intellectuals, let alone ordinary citizens.

The tendency of poststructuralist professors to appoint themselves tribunes of the people only intensifies this elitist tendency. According to one manifesto, Intellectuals in Power (1986) by Paul Bove, discourse leftists must struggle to "make absent subjects represent-"wreat the knowledge-producing apparatus" away from a repressive society. Such selfimportance degenerates into caricature when these scholars go on to claim that they are victims just like other oppressed people throughout the world.

As one linguistic leftist, George Lipsitz, claimed in an article in American Quarterly (December 1990). "Like industrial workers and inner-city dwellers, scholars in cultural fields . . . face a political and economic apparatus determined to undermine . . . the entire social base necessary for their survival." Such attempts to disgulse their own social position-an upper-middle-class intelligentsia masking itself as an oppressed group and poaing as indispensable figures in tha vanguard of revolution-would be leughable if they

Reading lists for college courses do not constitute evolution. Liberation does not emerge from a rarefied intellectual shell game where clever professors alternately shift, conceal, end expose language. Not only does the esoteric language of posistructuralism make it simply meaningless to ordinary citizens as a way to.

carry on pulitics, but also the privileged positi discourse radicals in the modern university at claims of revolutionary fervor rather strained to evitable result is that outside of academe, the live left is a movement with no followers.

Finally, the linewistic left unintentionally many features of the modern state that it purpos ubhor. Its politics, when one puts aside all of the hi fabitin theorizing unil more-radical-than-thou de preserves most fundamental features of modern talism. The eagerness to promote "norticipation" "diversity" in the curriculum, while content overloaking enduring structures of socioeco power in the larger society, merely sustains a pla suciety that depends upon competition among in groups. That has been central to the corporate will state since the early 20th century.

Moreover, the "identity politics" of the limit left, by promoting consciousness raising, calturally powerment, and emotional catharsis for different der, cultural, and ethnic groups, reinforces the si private self-fulfillment that is central to make sumerism. In other words, poststructuralism critique whose radicalism is more illusion that to

Discourse radiculs' entanglement in university reastencies casts a dark shadow on the legitim poststructuralist pulities. The context in which linguistic leftists work-lecturing at presign leges paying generous salaries, publishing in i specialized journals, licrecly competing in the pa shark hunt for corporate and government gurts changing papers at swanky conference hotels si they will be served drinks at the pool by months oppressed groups shortly after issuing ringing abi their discursive liberation—suggests more than of complicity in the hourgeois world that they sale ly demoniee.

These problems ultimately converge to conentral dilemma of the linguistic left: scalence sism. Discourse radiculism, it becomes everds almost exclusively nu aendemic phenomenos stukes are almost exclusively academic sys promotion, and publicution. Larger claims of policy revolution appear hypocritical, given that the said political criticism of the dominum culture by from an enclave safely inside it.

LTIMATELY, the linguistic left seeks st in the nurefied, intertextualized west kinder, gentler academe, From this los its theuretical and political doctrines emerged as the latest bankrupt expression of

Members of the linguistic left would be mid useful, and effective, if they recalled several principles. First, this group's linguistic analyst turned to earth for a material grounding, week a more realistic assessment of how language, is and socioeconomic forces interact to shape in culture. David S. Reynolds's recent book Bea American Renaissance, for example, shows he culture and popular culture intermingled in the century, and how both were influenced by post

social developments of the age. Second, greater sensitivity to real people, to capacitias as well as human limitations, would counteract the deification of language that make structuralist politics ao otherworldly-

Finally, a commitment to public engage civic, cultural criticism once practiced by in auch ns Dwight Macdonald, Mary McCarthy, nel Trilling-rather than intellectual gan would dampen poststructuralist elitism and her sophisticated theory with practical polit litical world of the late 20th century, which decentered, anything less would be danger

Steven Watts is professor of history at the Missouri at Columbia.



May 6, 1992 . 82.75 Volume XXXVIII, Number 35

Trying to keep secrets in the world of graduate education and research is a sure

ticket to mediocrity. The idea that we can somehow build an information wall around this country is very shortsighted." The graduste-achool dean at the U. of Washington: A27

"The point of studying ancient in the past, but to understand the history of civilization, in all its variety." Apolessor of humantitise: A62

"I think a lot of people there feel besten up. But they're not defeated." Stanley Aronowitz, at the Socialist

The reality is that abortion in the medical community is a lowfatus, low-interest procedure that often comes with controversy ity pressure. Mure and more it seems to be disappearing from the training agendu."

An ssalatant professor, on teaching future doctors how to perform abarttons: A39

"The 'first wave' of educational reform la the carly 1980's, alling for skills and standards, he been aptly lif cructlyt immarized as 'getting the little buggers to work harder.' " A professor of aduestion, on the meteric of achool reform: B1.

Everything just hit the fan this spring. There are railies and trations almost every day. h's an extremely volatile

he president of the Hervard Black Lew Student Association: A39

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Supercollider Consortium Faces a Storm of Criticism The Universities Research Association, a group of 79 universities overseeing the construction of the Superconducting Supercollider near Dailus, hus been accused of lax management and inexperience. Above, the site of a magnet delivery shuft. Story on Page A30.

States Turn to Community Colleges as Route to Bachelor's Degree as 4-Year Campuses Face Tight Budgets and Overcrowding

By JOYE MERCER

Overcrowding un four-year enmpuses and tight education budgets are esusing states to look seriously at the community eollege us a cheaper, more accessible route to a bachclor's degree for a growing numher of students.

This year in Flurida, lawmakers may vote to provide grants to private eolleges that agree to accept transfer students front community eulleges. Florida may also study the possibility of offering baccalaureate degrees nt some two-year col-

Proposala in Utah and California

In Utah next fall, Utah Valley Commu nity College will present plans to state officials to offer bachelor's degree programs, some of which may be condensed to three years, to help ease the crowding at four-

year colleges.
In California, legislators are considering adopting a formal policy under which students accepted into the state's public universities would be "redirected," on a volnotary basis, to community colleges, Students would indicate during the application process whether they would be amenabla to spending their first two years at a community college. If they chose that option, spaces at four-year campuses in Californis would be promised to them for upper-divi-

Other states may not be far behind in cansidering similar measures. Patrick M. Callan, a California eonsultant on highereducation policy, says those options will equeation poncy, says mose options will become increasingly popular as states such as Arizona, Georgis, Texas, Virginia, and Washington deal with the double whammy of high growth and diminished resource of high grown and diministrate resources.

Mr. Callan has served in the past as highoreducation commissioner in California,

Aontana, and Washington State. "Two or three years ago, I would have considered converting community colleges to four years a bad idea," Mr. Callan says. Such a conversion might lead community

colleges to place less value on teaching and

more on research, he asys.

But he adds: "If the alternntive is to tell people they won't have the chance to get a baccalaureate degree, then we have to use all the resources we have."

Resources Are Not There

Other educators, however, any that state officials should be wary of allowing nonacademic issues, such as a state's economwoes, to drive education policy.

"Just when we have a generation of studenta who have been encouraged to go un to higher education, the reacurees are simply not there to serve them," says Alms C. MeGuinness, director of higher-education Continued an Page A28

Socialist Scholars Take Stock of Political Assumptions

At a recent conference, City University of New Narscent constants, city university of New York's Frances Fox Piven (right) and other speakers suggested that future leftlet movements would be organized around race and gender as well es class something Karl

STORY ON PAGE A19





"Annual Meeting, June 12 . . . 'Li-braries In the Fiscal Crisis: Are we spending tao much?'
"Lunch included: \$38.00 per per-

The eampus librarian tells us: "I dld not attend the FLAG luncheon, so I don't know if the group decided that libraries were spending too much. I had decided I would be spending tan much if I went "

Hugh Rank, of Governors State University, recently offered free copies of a teaching aid called "The 30-Second Spot Quiz" and received in return a request for "The 32nd Pot

Mr. Rank wonders about the requester: "Did he inhale?"

Members of the American Council on Education and the Association of Governing Boards of Universities eges received this message from their presidents:

"To aid In its deliberations about higher education's prospects for the oext 25 years, the [A.G.a.] Higher Education Issues Panel commis sioned Arthur M. Houptman to write a paper that forecosts the economic health of higher education in the carly 20th century.

Because what's past is prologue?

Note in a newsletter from the Association of Jesuit Colleges and Universities:

"[Canisius] College has announced a \$2.55 goal for the annual
122 campaign. 90% of the funds
raised go toward financial aid for stu-

You're spoiling them.

From the annual report of the Linguistic Society of America, in the

"As of December 1991, the Linguistic Society had 6,678 active members with good addresses."

We won't ask about the others.

From The Today, the student newspoper at Trinity Western University:

"The complex job of making a student'a seademic career a success fails to a large extent on the Acadamle Council.

That's calling a spade a spade.

A listing in the faculty and staff directory at Rutgers University identifles the lintee as "Director, Pre-Collage Programa.

Kindergarten, first semester?

—c.а.

In Brief



Fraternity's 'Old South' parade riles students at Auburn U.

University fraternity held its annual Old South parade despite others who say the event is offen-

As many as 75 students temporanily blocked a street on the Au-

Dance group accuses

Boston U. of censorship

BOSTON-An arts group has se

cused Boston University of cen-norship over n clause in a rental

that gives the institution the right

to cancel a production if it deems

The group, Dance Umbrella,

declined to aign a contract con-

taining the clause. It said campu-

officials were concerned about

Todd Klipp, general counsel for

nudity in the performance.

contract for a campus au

Kappa Alpha fraternity for the last 76 years. The protesters said the parade celebrates the Confederate era without regard to the eelings of people whose ances

tors were slaves ot the time. The fraternity agreed this year

AURUAN, ALA.-An Auburn | rade, which has been held by the | in the parade, but the members wore Confederate Army uni-forms. Members of another fraternity did bring Confederate flags to the parade

An Auburn spoke parade was a setback to the institution's efforts to attract more miburn campus to protest the pa- not to carry the Confederate flag nority students to the compus.

Bush addresses Fiorida graduates

tha university, diamissed the group's objections as a publicity stuot. "We have the right to know ment address of the year, Presiwhat is proposed to be performed and to decide whether we want to make available our facilities," he University. He told them that their acose of optimism about the

MIAMI.—In his first commonee- | future was "the most precious resource of all" to helping him reform the nation's education, health-care, and legal systems and restore public trust in the federal government.

Animal-rights activists

institution. They were clup-with criminal trespass in the st ond degree and with letwith the peaceful conduct de educational institution, accord arrested at U. of Arizona to Brisn Seastone, a camp TUCSON, ARIZ,-With mouse

PRINCETON, NJ.-The id-

Geoffrey Macanthur wa

lence the bell that muted

ginning of fall classes. Union officials had removed the day

fall, but had replaced hale

officers that no one work

"It's an important part

day to have the bell regist, s

spokesman. "But we at a

cerned about the safety of or

Los Angeles rioting

forces campus closing

LOS ANOELES-POOT CHE

State University campust.
University of Southern Campust.

nia, and all nine camposed Los Angeles Community Co

District were closed last red

broke out after four white is officers were acquitted is beating of Rodney King all

motorist. A citywide

emergency was declared the

freeways were closed. Office

also imposed a dusk-to-dam few. No damage or injuries

reported at any of the camp

use of widespread ricky

Justin Hormon, a m

steal it.

masks covening their faces, 10 anlice officer. The protesters hung a be nal-nights activists were arrested reading, "Not just bigger ea for trying to take over an office empty cages. Stop animal now." They threatened to and for hanging a banner from the roof of the main administration the office of Michael A. Crus building at the University of Artvich, vice-president for rest.
But before the demonstrate could take over the office, using the country of the The protesters, representing sity officials called in carry

p Voices for Animals, inded four University of Arizona curity officers to remove the students and one employee of the ceh lo August und the last two weaks in Docember, at 1255 Tweety-Third Street.

L.C., and at additional mailing offices. Copyright © 1992 by The Chronicle of HilChronicle of Hillser Education, P.O. Box 1935, Marion, Okio 4336. Membrid my publication of an advertisement shall constitute Sand acceptance of the

SPARTANBURO, S.C.-About 60 | sbuse, and racism and prejudic They also dumped garbage into a campus fountain to symbolize a

> Sarah Martin (above, left) and temporary sholtars for Shaety-

College theater productions win top awards

Athal Fugard, John Kani, and WASHINGTON-Five university ester departments were invited to bring productions to the Kennedy Center for this year's Ameri-can College Theater Festival. The productions were:

■ The Balcony Scene tabove). by Wil Calhoun: Louisiano State University at Baton Rouge. Student Playwriting Award; Cali-

The Bridge, by William Mo-ses; Gallaudet University. a Sizue Bansi Is Dead, by

Test-preparation firm

flies for bankruptcy

fornia State University at San graduate-school-entrance exoms

Winston Ntshona; James Madi-

on University.

Strands, by Eric Wilson,

who wan the Larraine Hansberry

Playwriting Award: University of

A Warring Absence, by Jody

Duncan, winner of the Nationa

discouri at Columbia.

BOTA RATON, FLA.-College Bound Inc., a nationwide test preparation company, filed for bankrupicy protection last week after federal regulators accused it of inflating its profit reports by

millions of dollors.

A spakesman for its largest aubidlary, the Ronkio Educational Group, said the company would probably close the less profitable of its 150 test centers. The centers nd other tests.

College Bound, which went public in 1988, was formed in 1981 by George and Janet Ronkin. They resigned as officers of the company last month, shortly before a federel judge froze their personni assets. The Securities and Exchange Commission had brought eivil charges against the couple and the company, accusing it of filing false financial statements, and them of transferring company funda to their persona accounts. The Ronkins's lawyer says they dispute the charges, ac-



Students drew attention to social problems

ents at Converse College bellt cardboard shanlies and 30 spent a stormy evening inside the heliers to help raise awareness of variety of social problems.

The students said they wanted ractions to make people think ess. poverty. illiteracy, world hunger, drug

Sara Samuelson, both sopho-mores, taped cardboard and wood logethar to construct one of eight

PORTRAIT

A Muse to Generations of Architecture Enthusiasts

By LAWRENCE BIEMILLER

CORAL GABLES, FLA.
Jack, an Alaskan malamute, has been shedding in the station wag an's back seat, and anyway it' crowded with rowing gear. Sa Vin cent Scully insists an sitting it back, sprained ankle and all, while his embarrassed guest rides up front with Catherine Lynn, Mr. Scully's wife. On the way to the restaurant, Mr. Scully-genteel and charming over late-afterman chardonnay on the parch—reveals himself as a possibly compulsive and certainly relentless back-seat driver. "Look out, Tappyl" he cries to Ms. Lynn. 'fhen: "What cries to Ms. Lynn, 'fhen: "What the hell is he doing?" und "Wateh that one!" and "To the right! To the

Ms. Lynn seems unruffled, but the drive is disconcerting, to say the least. Later, though, it begins to make sense: Vincent Scully's keen and restless eyes see Greek temples, French gardens, New Eng-land summer houses, and New York skyscrapers in ways that have made architecture eampelling for two generations of Yale University students and far countless readers of his 15 books. He's hardly going to sit back idly in the car, star ing at the upholstery rather than at the world outside, imagining noth-

Mr. Scully, who at 72 stoys fit by rowing acveral times a week, began teaching art history at Yale in 1947 ond retired-very much against his will-at the ond of academic 1990-91. He still complains about the uni-versity's "draconian retirement low " but now things seem to be working out more to his satisfac-

Dispensation From Yale

The University of Mlami has invited him to teach here each spring. alternating his legendary "Intro-duction to Architecture" class with his famous "Modern Architecture" course. Ms. Lyna has been hired to teach architecture and historic-preservation classes. At the end of tha semester, they'll round up Jack, their two boats, and Mr. Scully's invaluable slides for the trip back to Yaie, which has given Mr. Scully dispensation to resume teaching his lotroductory course overy fall.

"Now, the garden at Chantilly," Mr. Seully tella an auditorium crowded with Miami students the next day, "was designed by Le Nô-tre for the Prince de Bourbon. known as Le Grand Condé, who had the basic victory that created

"The château was on Irregular shape, and Le Nôtre turned the angla of the entrance road 90° so that crosses in front of the château aiming at an equestrian statue, with the château kind of falling out to the left." Mr. Scully's slides, proje by a pair of machines, climb with him up the road's grade.
"As you reach the statue, step by

step, you begin to see the great bassin and the parterre," he says. On the screens are spread Chantilly's pools and gardens, as flat as a draw-ing oo parchmant, just as Mr. Scully has promised. "It's different from Vaux-le-Vicomte or Van Vaux-ie-Vicomte or Ver-



Vincont Scully, who has just published his 15th book on archite "I'm after the dampaning and refinoment of perception."

portrait of a covalry general,"

Mr. Scully's geniua as a lecturer is to walk alongside his atudents, serving as an enthusiastic and informed guide to the Taga Pueblo. Hodrian's Villa, Abbot Suga provements nt St. Denis, Baron Haussmann's Paris, Le Corbusier'a Chandinarh, Instead of cotaloguing nrchitects and styles, he describes the exportence of vialting a building and talks about ita apatial, histoncal, and iconographic context. "I'm after the deepening ond refinement of perception, ha soys, explaining why he has continued to teach-and revise-the same

courses for so long.

Edward T. Foote, II, now Miami's president, remembers taking Mr. Scully's introductory course in the lote 1950's: "He was able to tako an hour in o day and create an ntmosphere of alectricity among hundreds of undergraduates. You'd leave the class and undergraduotes would be arguing in knots over this work of art or that." Adds Mr. Foote: "His greatest power as a teacher was not to lecture us but to open our ayes he didn't make experts of us, but enthusiasts."

An Experiential Approach

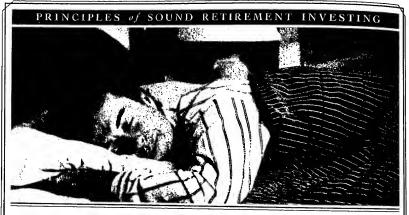
Mr. Scully's books are every bit as good as his lectures-or better, in that the readar is sure to discovar favorito ganteaces and can later revisit thom. The latest book, published earlier this year, in Architecture: The Notural and the Manmode. Illustrated with reproduc-tions of the slides Mr. Scully has taken over the years to use in class-

sallies—broader, not long. The gar-den explodes with energy. It's o tory course. But it has plenty to say to long-time architecture enthusiasts, both becouse of Mr. Scully's experiential approach and because he writes at length about Frenel gardens, the focus of much of his recent research.

"The Garden in French History'

"I was trying to get involved in the meaning of the garden in French history," says Mr. Scully, whose text is niways alipping past the velvet ropes that confine both tourists and other architecture books. In Mr. Scully's company, for instance, the reader greets Louis XIV the Parterre du Midi with his guide-book." Mr. Scully's tour, better even than the one Louis proposed in his Maalère de montrer dins de Versailles, leads un from forecourt to orangerie, from water and grass and stone to the larger idea they have been shaped to represent-Louis's new France.

As always, Mr. Scully takes us by the elbow and turns us gently to get the best view. We are not at Versailles at all, but at a Cuban rowlog club on Key Biscayne that hos offered him a pince to store his boot for the semester. Coming out here this morning in a rented sedan. Mr. Scully has been o relaxed and delightful passenger. Now he is pointing at the Miomi skyline, full of new hulldings with chapped-off winter." he begins, prefacing a detail that will give his student a way to look of and think about the elty they have the best clouds here."



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Scholarship

A small journal housed at City College of the City University of New York is learning the perils of setting up shop in Moscow. Nationalthes Papers, established in 1972, is the twice-yearly journal of the Association for the Study of the Nationalties of the usan and Eastern Nationalties of the usan and Eastern Europe, a group of some 600 scholars who specialize in the study of the ethnic minority groups in the

is response to glasnost, and well before last August's coup, the editurs decided to start a Russian edition decided to start a Russian curton that would be edited at City College but printed in Russia and distributed from Moscow. The editor is chief, Henry R.

Huttenbach, a professor of history at City College, said he thought it was the first such venture by a Western scholarly journal in the former Soviet republics. No wonder, then, that the pilot edition, which was released recently and is apparently a success, got off to a rocky start.

The announcement of the new venture said the first volume would be printed and distributed "in be printed and distributed "in conjunction with" the Institute for the Development of Moscow, but Mr. Huttenbach confessed that he wasn't even sure what that was. For now, he said, it was serving as a Moscow mailing address.

Moscow mailing address.

"At the moment, we don't know from today till tomorrow whether an institution [in Russia] is going to stay alive," he said. "We're looking for a permanent home."

Mr. Huttenbach said the greatest

obstacle to setting the first issue out was finding paper to print it on. The association had to pay a high price, in hard currency, on the black market.

"It was a little adventure in itself," he said. "We're pleased it worked out, but now we're trying to stabilize."

His sudiocassettea are the No. i seller at the nation's truck stops. Now he's an author for the University Press of Mississippi-

The press bas collected 124 of the stories of the country comedian Jerry Clower in Stories From Home, which was released last month. Mr. Clower, a star of the Grand Ole Opry who spins tales about life in the raral South, has a big following

among country-music fans. It sounds like an unlikely It sounds like an unilitely marriage, but cellors at the press lave bis hopes for the book. "While not a traditional author of a naiversity-press book, Jerry Cower represents the tradition of Southern story telling." says Johnne Prichard, senior editor at the press who approached Mr. Clower town the project. The book includes a loreword by Willie Morris as well as an interview of Mr. Clower by Mr. Clower

rnchard.

Hoping to capitalize oo Mr.

Clower's popularity, the press is going out with its biggest initial press run ever for Stories From Home—15,000 copies—and plans to distribute it at bookstores around the contents.

Truck stops may not be far



Eunica Lipton: "I began to have voices within myself that were fun, and saxy, much more fun than I'd been hearing in my life as an art historian,"

Experience and Expertise Meet in New Brand of Scholarship

By SCOTT HELLER

Before we meet, I feel as though I know her. She's o New York maven, full of instructions about where to stay and where to eat. I grew up lu Brooklyn. I

We get together of a cafe on the Upper West Side, her choice. I'm early, for a chonge, but she's late. I don't know what to expect from her blg laugh ond raspy telephone voice. Her book, too, is kind of lusty. She loves food, and her husband, a lot. So I'm surprised when she turns out to be smaller than I expected. She's dressed like an ort student, not a former ort-history professor-little white T-shirt, black jeons, and clunky black shoes. Her hair is

New Brand of Scholarship Mixes Experience, Expertise continued From Preceding Page

red-no, mare like burgandy, reul-

I want a piece of cake. But she orders coffee anly, so I da the

A working-class girl from the Broax makes it. She's a tenured art-history professor. She travels in tony circles, speaks at museums. jets to France to do her research.

But it's not enough. She feels caastrained. Bored, even. She writes, but she's not really there in the work, on the page. She's had wants to write about women working women-the models whuse faces and badies are imajortalized, but whose names are last

Victoring Meurent, the model for same of Ednuard Manet's greatest puintings, hauats her. Meurent is "Olympin," the redhead who reclines, nude, and stares at the viewer. She is neither brazes nor ashamed. She can sny Yes or No. The decisian is hers.

In 1987, Eunice Lipton went to Paris to research the life of Victorine Meurent. When she returned. she made a sudden decision: to quit teaching at the State University of New York ot Binghamton and to become a full-time writer.

"I began to hear voices within myself that were fun, and acxy, much more fun than I'd been hear ing in my life as an art historion,"

From the Bronx to Success

Her forthcoming book, Alias Olympio: A Wanian's Seorch for Manet's Notarians Model and Her Own. Desire (Charles Scribner's Sona), seta those voices free. The book traces Ma. Lipton's career as as art historion, from a disapproving Bronx home to scholorly auc-cess. She takes the reader inside the frustrations of her research on gagement with the Western has

The bank is a bold example of a ly. new kind of schalarship that freely mixes personal elements and research expertise. Ms. Liptan pushes the baundaries further. She creates fictional scenes and invents imagines as a strong-willed Bohemian woman who lived a dignified life even after her years as a madel

For Ms. Liptan and other feminists, the divisian between persan-

al writing and schalarship has al-

breaking down, and a variety af

The results are books like the lat-

cat by Jane Tompkias of Duke Uni-

versity, which has no footnates but

includes a portrait of her father-in-

law and stories from her volunteer

She is writing about Westerns.

English, cansiders the "repression

of emotion" central to Western

novels and films. So she is up-front

baut her awn visceral reactions to

the works at hand, whether gripped

or disturbed by the brutality to cat-

"I am simultaneously attracted

and repelled by the power of West-

ern heroes, the power that men in our society wield," she writes in

West of Everything: The Inner Life

of Westerns (Oxford University

Press, 1992). "In a sense my en-

by a Louis L'Amour chase scene

tle in the film Red River.

Ms. Tompkins, a professor of

work in a homeless shelter,

scholars-women and men-are

getting personal ia print.

"The move to autobiography is almost never

accompanied by any real analysis of what an

Individual's position in a culture or society is."

ways been tenuous. Naw it is of autabiagraphical essays, and Al-

the model, trying in put tagether the pieces of a life ignored by mass are the pieces of a life ignored by mass are this to raise. The mass of the ma

As a tenured prafessar, Ms. Tampkins did nat have ta warry about lasing professional standing by publishing an unarthadax book. But she was still nervaus, fearing layers for the model, whom she that it would satisfy neither a scholarly nor a popular audience.

department, who is writing a book

ice Kaplan of the Romance-studies

department, whose forthcoming

bank deals with her life as a student

Ms. Tompkins is something of a

pianeer in the use of autobiographi-

cat elements in her scholarly writ-

ing. In a 1987 New Literary History

essay called "Me and My Shad-

ow," since anthologized twice, she

described academic writing as a

"straitjacket" that kept women

"It is a tenet of feminist rhetoric

from writing in their true voices.

er relations in the classroom, "It's

An 'Impersonal' Tongue

accting of the Modern Language Associutiun. Like her other persunul wurk, it is suffused with re-She drew support from a writing gret about chuices made and nagroup made up of Duke colleagues. each af wham is warking on a permade, and professional roles that sonal project. They include Marnever quite meet her needs. Telling ianna Targavnick of the English these stories "saved my life," Ms. Tampkins suys.

"I couldn't stay here if I cuulda't do this."

schuoling, as well as the values she

She presented an excerpt, nn her

ctry of T. S. Elint, at December's

embodies as a teacher.

Nancy K. Miller understands. She, tao, writes about her anxieties as a teacher and the way in which feminism has shaped her life and work, in Getting Personni: Femimist Occusions and Other Autobio. graphical Acts (Routledge, 1991). Ms. Miller is a professor of English at the Graduate Center of the City University of New York.

Her book calls for "untohio-graphical criticism," a form that she believes can be both intellectunlly suphisticated and personally involving. Clearly, namy scholars are listening. Due out later this year from Duke University Press is a collection of essnys called The Intimate Critique: Autobiography us Cultural Criticism. A second similar collectiun is in the works. And a collection of autobiographical essays by Jewish intellectuals

that the personal is political, but will be published next year. who in the academy acts on this Writing between two worlds and pinh embodies the "multiplet where language is currened? nbout multiple identities is a comshe writes. "We all spenk the famun thense of the new writing, he writes. Family arguments ther tongue, which is impersonal, which is inspired by the work of while decrying the father's ideas." such unthors as Africane Rich and lighted strains in Changians In a 1990 Callege English essny Salnian Rushdie. called "Pedagogy of the Dis-tressed," she reflected on the pow-

Born to nu American father und a Inpanase mother, Normu Field returned to Jupan for a subbuticul had more impact than anything. year in 1989. Ms. Field, nn asso-

cinte professor of East Asiab guages and civilizations this in at Madison, describes her famversity of Chicago, walchelle it's history and its impact on her tion in visible struggle our del action of Race and Rights
acy of its role in World West The Alchemy of Race and Rights played out during the drang, tharvard University Press, 1991). tharvard University Press, 1991). the book is one of several recent in which she explores her owa

Meniory and Stories

include stories, anecdotes, and In the Realm of a Dring Engle personal testimonials.

or: A Portrait of Japan at a Ms. Williams argues that typical ambivalent relationship to the poor: A Portrait of Japan at far, ry's End (Pantheon, 1991) region legal writing gives short shrift to is personal voice, Ms. Fielder, personal experience, especially the ally decided, to be more thanks litical tract or an exercise in less sershing. "Japan was a social found more and more trouble if not repugnant," she says. "In kgal essay, the editor told her that ulso had an enormous persons tachment to the country."

editorial policy and had to go. The book interspenses % My purpose is to set up a con-versation about what gets lost in Field's family memories with the stories of three contemporarile certain legal discussions," ays. "These stories cannot be told challenge the uniformity of ter, in the abstract." prosperous society. Writes M. Field: "I need to remember that Suspicious of the Persanal came to know of their live, to David Simpson of the University familiar and strange, to learning of Colorado at Baulder is suspi imagine it against the come cous of the personal tone to schol-

arly writing, which he considers to on one side of the Parific at be an evasion of politics. He demounting fury over wants tects two strands. One invokes premucy on the other." "liberal authenticity" ond can be His futher's funeral figure is educed to a statement like "I felt nificantly in o new book by Ksee it, therefore it is true." The second Anthuny Appiah, professor strand, which he chalks up to "na Afro-American studies at Hun ive identity politics," comes to University. In My Father's Box mean this: "I felt it. I om white. Africa in the Philosophy of Cha. Therefore, this is what white peo-(Oxford University Press, ED) ple feel. explures the shifting identificate Personal writing can inspire oth describe the once-colonized to of Africa. Born to an upon family in Ghana, educated in far. "We're acknowledging lund, and teaching here, Mr. that there is an our lives in a postcolonial actil

urrungaments for the funerable the work we do. It's hetween its tribal and state him healthler to acknowledge its aspirations to modemin than to repress It." und its histories and rituals.

> as who identify with the writer. says Mr. Simpson, o professor o English. But, he says, "the move to autobiography is almost never accompanied by any real analysis of what an iodividual's position in a culture or society is."

autobiographical basis to

works that expand legal writing to

seriences of black women like

herself. She tells the story of being

desied the chance to browse at a

New York clothing shap. But whea

she wanted to include the story in a

mentioning her race was against

Ms. Tompkins has heard such omplaints, and she rejects them. "Self-indulgence is the charge made by people who are afraid of their own selves," ahe says.

She and other scholars argue that the new genre makes intellectual sense, growing out of feminist and postmodern critiques of objeclivity and history that have taken hold in the humanities today. Soeslied reflexive anthropology. which emphasizes the position and status of the cultural observer, has had an impact as well.

Ms. Miller does not see the work

as n throwback to the days before literary and cultural theory came to define the academic landscape. "All the autobiographical work being done now has passed through he sieve of theory," she aays. But she points out that successful ex-emples offer scholarly insights and elevance to a wider audience. Scholars defend the work on an-

other count: It's honeat. We're acknowledging that there is no autobiographical basis to the work we do," says Patricia eger, associate professor of

English at the University of Michigan. "It's healthier to acknowledge than 10 repress it."

Ms. Yaeger says friends were taken aback when she began research on how childhirth is rencesented in literature, since she cannot have children. (She has adapted a daughter.) Now she deals with the matter directly, explaining that her "alienation from the hirth plot" gives her a sense of the way muny men feel about a pracess they watch but don't experience.

In some cases, personal eriticism makes sense as a way to annlyze writing that is itself quite personal. Diane P. Freedman, an assistant professor of English at Skidmare College, writes personal-

Rich. Alice Walker, and Moree Piercy. She includes her own root-

'Great Risk'

The project began as a dissertation, which her advisers discouraged her from pursuing. But it has just been published as a book, An Alrhemy of Genres: Cvoss-Genre Writing by American Feminist Poet-Critics (University Press of Virginia). Ms. Freedman is also one of three editors of The Intimate Critique callection.

"Far vaung ontenured women. the personal voice is chasen with great risk," says Ruth Behar, associate professor of anthropolagy ut the University of Michigan. Resays of such writers as Adrienne and then tenure, gave her the tershe died.

chance to try. The result-Tracslated Woman; Crossing the Border With Esperance's Story-will be nublished this year by Beacon Press. It describes Ms. Behar's relistionship with a Mexican woman. whose life story she "translates" through the prism of her own expe-

Ms. Lipton, too, has spent years trying to understand-and sharethe life of another woman, a model who hoped for an artistic career of her own. She emerged only with fragments of a life, not the heroing for whom she had hoped. But she found that Victorine Meurent died in 1927, years later than most neople had believed. And Meurent exhibited her own puintings four ly in discussing the poetry and esceiving a MacArthur grant in 1988, times. One was sold at auction af-

riences and scholarly expertise.

"She lived a long life," Ms. Lip ton says proudly. "At 77 years old. she told a census taker that she was an artist. That's pretty good."

For the writer, the lung wait is nearly over. Alias Olympia comes out early next year. Returning to her apartment, she heads straight to her mailbox and discovers an envelope from her publisher. She's sure that it's a mockup of the book cuver, and she's sure she's going to hate it. But when she upens the en velope, she's pleased.

She asks me what I think. Can I answer? Am I compromising my objecticity? Why do I have to speak

I tell her that I like the cover, I say good-bye. Then I leave, to e that piece of cake I've waited for all day.



"My father's coffin traveled in under the tree that my English grandmother hnd pinated the first time she visited that house to tree where, as a child, I had pretended to be Tarzan, swinging from the branches, oblivious of the cultural politics of my play) and up onto this veranda, passing by the office where he had been Mr. Joe Applah, barrister ond solicitor of the Supreme Court of Ghona.

> --Kwame Anthony Appiah, professor of Afro-American studies at Harvard University in In My Father's House: Africa in the Philosophy of Culture (Oxford University Press, 1992)



"I con't toste her New Year's feast this year. She would lough and protest, eornestly too, if she heard me calling it a feost. I cnn't moke anything, just the same old thiags, she would soy, stonding of the stave, stirring, stirring, whether tired, sick, or os hoppens mast often, worry-filled-over foding business, distant grandchild, worm-eoten tree, sloudered Socialists, niling goldfish, lenklag roof, borbarous husband, uvongsized benus; so much care cooked into a pot, rising ia the steam and inta our nostrils, infecting us in turn with ottachment to the world."

-Norma Field, associate professor of East Asian languages nnd civilizations at the University of Chicago, in In the Renlm of n Dying Emperor: A Partrait of Jopon at Century's End (Pantheon, 1991)



When I think of the hero in this woy, when I think of Shone or Thamns Dunson or Ethon Edwards, the tough lonely men who lard it over others in countless films, my throat constricts. So much poin sastoined internolly and denied. So much suffering not ullowed to speak its name. When he rides out of tawn of the end, the hero bears his burden by himself. When I think of huw he feels, no words coining out, everything closed inside, the internal bleeding, the sadness of the genre is terrible, and I want to cry."

-Jane Tompkins, professor of English al Duke University, in West of Everything: The Inner Life of Westerns (Oxford University Press, 1992)



Putricia J. Williams, s pre

of luw ut the University of Wist

"I try to imagine what it would have been like to hove o discontented with man buy nie, after a fight with his mother about prolonged bachelon wonder what it would have been the to huve u thirty-five-year-old man own th secrets of my puberty, which he bough to prove himself sexually as well as to incrense his livestock of slaves. imugine trying to please, with the yearning of adolescence, a man who truly did not know I was human, what entire belief system resolutely delited as onimal, chottel, talking can.

-Patricia J. Williams, pro at the University of Wises

in The Aichemy of Race and Right (Harvard University Press, 1991



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National Academy of Sciences Elects 59 Members, 14 Foreign Associates

ences has announced the election of 59 new members and 14 foreign associates from 11 countries in recognition of their distinguished and continuing research achieve-

In the race to send and receive student transcripts, some people

are getting

carried away.

Others

are getting

smart.

Davis.

Donald L. Burkhaldar, professor of mathematics and realistics. U. of Illinois at Urbana-Chempaign.

John D. Corbett, professor of chemistry.

Laboratory, Solk Institute tLe Jolla, Cal.), and adjunct professor of medicine. U. of California at Son Diego.

Mabhi Medhata, professor of mathematics. U. of Michiga.
Danial H. Janzan, professor of biology, U.
Danial H. Janzan, professor and biology, U.
Danial H. Janzan, professor and chilt of
molecular biology and ponetics, John
Harny W. Romell, professor of physics,
Harny W. Romell, professor of eleminate
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THE ABE FELLOWSHIP PROGRAM

The Social Science Research Council (SSRC), the American Council of Learned Societies (ACLS), and the Japan Foundation Center for Global Partnership (CGP) are now accepting applications for the 1992-1993 Abe Fellowship Program. The Program's eim is 10 encourage international multidisciplinary research on topics of pressing global concern in order to toster development of a new generation of researchers interested in longrange policy-relevant topics. The Abe Fellowship Program seeks especial to encourage a new level of intellectual cooperation between Japanese and American research communities in order to build an international network of scholars committed to and trained for advancing global underetanding and

- Abe Fellowships are designed to provide support for Japanese and American research professionals with e doctorate or with an equivalent level of professional treining as well as third country netionals affiliated with an American or Japanese Institution. Applicante should be interested in conducting research in the social sciences and the humanities relevant to any one or combination of the following themes: global issues, problems common to advanced industrial societies, and issues that relate to Improving U.S.-Japan relations.
- M Ahe Fellows will be eligible for up to 12 months of full-time support although tellowship tenure need not be continuous. Terms of the fellowship are flexible, and are almed at meeting the differing needs of Japanese and American researchers at different stages in their careers.
- Fellows will be expected to affiliete with an American or Japanese Institution appropriate to their research aim, and the Fellowship will typically be used for extended residence in the country of study and research.
- Application forms may be obtained from the Social Science Research Council and must be accompanied by a ten page statement of the proposed research ectivity. The deadline for submission of applications is September 15, 1992. The awards will be announced by the end of rember for the 1993-94 year. For further information about eligibility or

The Abe Fellowship Program
The Social Science Research Council 606 Third Avenue, New York, NY 10158 Tel: (212) 661-0280

Applications are Invited for 24 Ph.D. and 6 Master's Fellowships for 1992-93 at

University of North Texas School of Library and Information Sciences

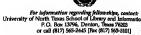
Ph.D. Fellowships are ovatlable in: Computer-Assisted Information Systems (6) Medical Informatics (6) Leadership Faculty for Schools of Library and Information Studies (6)
Faculty for Schools of Library and Information Studies (6)

Master's Fellowships are available in: Computer-Assisted Information Systems (6)

Alt fellowships have been awarded to University of North Texas Au neuovampa nave been awarded to University of North Teas. School of Library and Information Sciences by the U.S. Department of Education under Title IIB of the Higher Education Act, All Ph.D. applicants must meet the admission requirements of the school a herdescipiturary Ph.D. program in information science. Preference will be given to candidates who have demonstrated prior interdisciwill be given to cantidates who nave demonstrated prior interdisci-plinary educational work or research experience. All master appli-cants must meet the admission requirements for the Master of Sci-ence Degree program. Applications will be considered as received, with deadline for applications June 15, 1992. Recipients will receive:

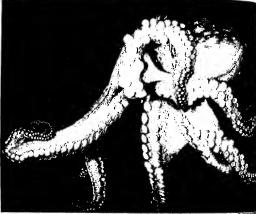
1. \$7,400 stipend for Ph.D. and \$5,400 for Master's

Tuition for fall, apring, and aummer terms
 Related costs for participation in program, including travel to



RESEARCH NOTES

- Octopuses ere shown to learn behavior through observation
- Selemenders ere found to survive with extra chromosomes
- Plent is geneticelly altered to produce biodegradebis pissile
- Study shows people prefer spouses who confirm self-imags
- Survey finds Russiens divided on merits of foreign investment



in expariments with "Octopus vulgaris," the animals that watched a certain task isarnad it more quickly than the ones trained to perform it.

Two acientiata in Italy have of such learning in the natural envidiscovered that octopuaes, like humans, can learn new behav-ior by watching others.

Researchers had long believed that invertebrates, particularly those that, like octopuses, do not live in social groups, could learn only through direct expenence.

But in the April 24 issue of Science, Graziano Florito of the Stazione Zootogica A. Dohrn in Nnptes and Pietro Scotto of the University of Reggio Calabria in Catanzaro said that their experiments with Octopus vulgaris, the common octopus, showed that such invertebrates could learn merely by watching the actions of others of their species.

In their study, the scientists trained a group of octopuses to select one of two balls, colored red or white, that were presented simulta-

A second group of octopuses was allowed to watch the training. The scientists say the rapid head and eye movements of the observers in the second group showed that they were paying close attention. In fact, when tested one and five days after the training period. the octopuses that were strictly observers were found to have learned the tasks more rapidly than those that had actually undargone the

Tha scientiats said their findings were especially interesting because of the highly developed brain of the octopus and "its Intriguing analogies with the ocural organization of vertebrate brains." They added that the experimental results also raise questions "about the function

conment of actomises -KIM A. MCHONALD

Most vertebrate aulmals that acquire extra sets of chromosomes are unable to survive. But a team of hiologists has dis-

covercii that some female North American salamanders with that trait have thrived and remained geneticalty unchanged for four milllon years, because their extra chromosomes can prevent the mingling of genes from their mates.

The biologists, from Pennsylvania State University and the University of Guelph in Onturio, said in the April 23 issue of Nature that the unusual female salumanders "represent the most oneignt known unisexual vertebrate lineage." That makes the lineage 40 times as old as the 100,000-year-old of the lineage of sales

This North American female salamender represents

the "most ancient known unisexual vertebrate linesge.

linenge of Mexican fish, a sex previously thought by sci he the oldest-known univer

trating their eggs," she

"but almost never do the

The scientists estimated in

Because of their cum s fessor of botany at Michigan State University, with colleagues there and at James Madison University, chromosomes, the salam inules produce clones-dip that are exact duplicates d reported the advance in the April other and of their mother. 24 issue of Science. "A rare genetic metabis

The scientists put two key genes have caused these salamai for the plastic into plants of the species Arabidonsis thationa. The reproduce by cloning," spills R. Maxson, a professor of his plants are frequently used for reat Penn State and one of the search because they grow and reproduce rapidly. Each gene was inthora of the report. These salamanders and duced separately into a line of from males of any of the s the plants and then the lines were species living nearby only to late the growth process by p

settilized to create a hybrid. Only about 0.1 per cent of a hybrid plant's weight is plastic, but e scientists said that with further tinkering it should be possible to create plants that make the plastic more efficiently.

Michigan State University has filed for a patent on the process. William Happer, the director of the Department of Energy's Office of Energy Research, which supported the experiments, said the results held "tremendous promise for ommercial applications."

The research, Mr. Happer said, opens the way to making plastle without using fossil fuels and to alering plants to make other kinds of

-DAVIO L. WHEELE

People with negative self-concepts tend to be drawn to uses who think poorly of them, according to a newly pub-lished study by three psycholo-

which are all members of a genus in a report in the current (March) called Ambystoma, by studying the issue of Psychological Science, the tale of genetic mutation in the anijournal of the American Psychomal's mitochondrial DNA, a type of logical Society, William B. Swann, genetic material transferred un-Ir., and Chris De Ln Ronde of the changed from mother to daughter. University of Texas at Austin and Gregory Hixon of the University of Is vertebrates, mitochondrial genes develop mutations at a fairly Connecticut noted that, despite a regular rate, so that the number of large body of literature indicating nutations give a picture of a linthat people seek approval in their social relationships, some recent esge's age. "Nobody expected the mitoresearch suggested that they also want confirmation of their views of chondrial clock to tell us that these

oderstanding of human fetal de-

"If a human fetus were to acquire so many extra chromosomes.

it would simply fail to survive,"

said Ms. Maxson. "Understanding

tion normally with lots of extra

chromosomes may eventually help

us understand more about fetal de

retopment in humans." — K.A.M

Scientists have been able to alter the genes of a plant to make it produce a biodegrad-

Many species of bacteria create blodegradable plastic, called po-

hhydroxybutyrate, that can be molded with heat. But at about \$12 s pound, the plastic that can be produced by fermenting the bacte-

ita is too expensive to be practical.

Now scientists have taken a first step toward harvesting the plantic

from plants by taking the bacterial

seasused to create the plastic and

Christopher Somerville a pro-

aserting them into plants.

alamanders are four million years ald, but that was the result," said The researchers also noted that S. Blair Hedges, a postdoctoral rewhile laboratory studies have search associate at Penn State. The scientists said further study of the salamander lineage's ability to survive, in spite of its extra set of chromosomes, could improve the

shown that people with firmly held negative self-images tend to prefer them onfavorably, no research has tested that tendency outside the

For their study, Mr. Swann and his colleagues recruited 95 married couples from a shapping mult and a horse ranch in central Texas. Three batteries of tests were administered to the couples, measuring each person's self-concept, opinion of his or her sonuse, and commitment to the marriage. The researchers found that

among those people with u negative self-image, the ones with the partners whose upinion of them confirmed that view expressed the strongest commitments to their marriages. The researchers also found that, among the people with positive self-concepts, those whose spouses thought favorably of them were most committed to their marriages. Those with moderare views of themselves did not up-

pear to be influenced one way or they feared foreign investment another by their partners' apprais-

their study measured only correlations and should not be read to suggest that a spouse's opinion was the reuson for a person's commitment to his or her marriage

—FLLEN K. COUGHLIN

Russians are aharply divided over the benefits of foreign investment in their country, a new study has revealed.

in a survey of nearly 2,000 Russians conducted in January and February, 52 per cent of the respondents said they believed such investment would improve the economy, while 40 per cent said

would lead to a loss of Russian control over the economy

The survey, the results of which were released by Emory University, was directed by Ellen Mickiewiez, a political scientist there.

Forty-four per cent of the survey's respondents opposed all foreign investment in the Russian oil, gas, and mineral industries; some 40 per cent were opposed to such investment in newspapers, radin, or television.

A comparative survey in Decemher and January of nearly 4,000 people in Russin, Ukraine, and Uzbekiston revealed that a majority of respondents in all three states saw internal political unrest as a greater threat to their security than foreign

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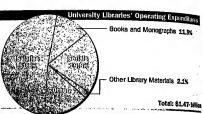
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Holdings of Research Libraries in U.S. and Canada, 1990-91

	Resk	Volumes In library	Volumes added	Current	Total staff	Total expenditures*
Horvord U	1	12,189,049	402,984	96,704	1,134	\$50,249,192
et Barkalay	2	7,697,027	188,270	87,530	776	32,723,415
Yalo U	3	9,013,591	166,244	52,210	589	30,151,200
et Los Angetes	4	6,179,973	179,309	96,723	662	31,926,086
U. ol Taronto	5	9.091.828	199,691	39.016	692	28,430,915
U. ol Illinois	-					
at Urbana-Champaign U. ol Michigan	6	7,918,951 9,579,152	170,493 129,783	81,017 70,167	502 519	19,492,434
U ol Toxos	é	9.579,152 6,505,218	129,783 215,341	52,192	595	25,759,419 19,447,403
Stanford II 3	9	5,987,592	142,689	50,157	536	31.697.682
Columbis U	10 11	8,142,293 5,344,491	122,218 146,157	60.764	633	25,399,688
II. of Washington	12	5,065,869	153.014	59,928 53,408	570 511	22,872,682 22,379,641
U. of Wisconsin	13	5,133,457	111,900	49,625	521	23,020,227
U. of Minnesote	14	4,761,630	117,678	42.304	526	24,396,140
ndiona U	15 18	5,099,250 5,328,849	156,020 140,573	38,782	475	19,931,037
Princetoa U	17	4,839,355 3,191,245	135,239	48,975 32,950	389 3 9 0	16,083,176 18,748,412
Pennsylvania Stata U. ³	18	3.191,245	112,240	33,460	479	18,505,042
Ouke U	18	4,015,038	167,705	35,564	331	14,918,597
	20 21	3,302,416 4,517,095	87,601 99,734	28,191 32,151	512 474	22,592,499
	22	3.856,378 3,817,361	112,134	39,223	391	17,020,796 15,435,157
J. of Arizono	23	3,817,361	128,928	31,919	376	14,708,484
J of Pennsylvania J. ol Brilish Columbia	24	3,756,752	85,568	32,118	386	17,640,959
hitono State II 3	25 26	3,019,879 2,712,934	109,398 114,348	22,729 33,899	406 415	18,607,619
Vew York U	27	3.151,486	74,899	28,817	438	15,649,558 19,129,172
	28	2,866,891	110,498	27,831	439	15,028,682
J. ol Californio at Davis J. ol Georgia	29 30	2,441,855	80,495	52,042	327	16,307,264
Vorthwestom U	31	2,968,339 3,550,250	79,535 85,912	54,851 37,054	360 353	12,310,978
J. of Alberta 3	32	3.179,572	85,920	23,096	377	14,292,619 15,555,603
J. of Virginio	33	3,266,649	93,717	25,355	340	15,186,994
J. of Collfornia of San Diego ,	34	2.066,113	122 201	00.70		
olvas Hoskins U	35	2,902,881	123,304 75,729	23,784 20,677	373 338	16,296,577 17,968,060
J. ol Southern Calliomia Vayno Stele U	38 37	2,585,444 2,578,970	87.119	38,844	358	15.231.319
			205,836	24,658	239	11,990,794
J of Pilisburgh J. of Kansas 3	38 38	2,962,991 2,960,765	94,481 79,583	23,045 29,902	354	13,493,938
Michigan State II	40	2,811,363	81,083	28,142	330 314	12,132,493 12,931,442
AcGIII U	41 42	2,570,377 2,119,523	70.814	17,912	324	14,684,399
			71,330	22,828	348	15,667,442
of Hawaii	43 44	3,174,269 2,573,224	77.204 73.902	19.514 38.363	263 235	12,653,126
state U. of New York	45					10,346,926
ot Buffold J. of Connecticut	45 48	2,654,744 2,323,672	69,619 83,526	23,292 22,337	289 231	12,306,444
Ancipublit II.	47	1,981,132				13,651,521
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exas A&M U	48 50	1,982,348	71,944	18,931 25,428	308	12,318,487 11,631,186
. of Californio		2,101,987	84,039	22,287	263	13,645,980
ol Sante Berbeio	51	2,043,462	64,576	30,181	250	12,451,601
contetown U	52	1,966,343	60,718	23.842	296	12 400 457
. of Western Ontario . of Colorado	53 54	2,011,123 2,349,410	68,608	17,033	287	12 228 827
	65	1,809,437	64,816 54,836	29,563 29,437	228	11,372,486
of Leval	56	1,855,291	64,424	15,841	264	11,372,486 10,784,047 12,223,186
, of Notre Dame ,	57	2,094,598	107,735	20,231	199	8 039 430
lorida State U	58 59	1,836,607 2,212,083	116,660	18,751	244	8,891,332 9,645,307
. of New Mexico	60	1,760,646	58,597 61,238	27,902 18,230	271 347	9,645,307
lossachusella Institute of Technology	51	2,223,822				12,190,872
			56,015	21,577	245	10,613,389
of Cincinnaii ork U. (Onterio) 2 oward U	52 63	1,791,905 1,901,562	56,874	20,554	310	12,475,557
oward U	64 55	1.832.723	59,262 49,934	19,917 26,149	257 233	11 953 100
ouloiona State U of tilinois ot Chicago	55 56	2,8/4,671	67,360	19,815	251	10,598,404 8,756,988
		1,696,329	45,695	17,093	294	11,808,890
ol Delaware	67 68	2,014,431 1,968,856	63,597	23,471 18,238	214	9,492,250
own U	69	2,503,827	50,819 45,798	14.792	271 274	10 165 746
of Tonnessan	70	1.914.674	45,101	22,972	258	11,144,301 8,113,286
ighern Young U	71 72	2,132,747 2,528,304	72,848	18,368	380	10,150,083
	14	-,020,004	47,159	17,396	232	9 100 606

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	Sank ¹	la library	Volumen	Querent sortate	Tetal	Trial expendit
U. of Mismi	73	1,739,855	51.526	18,349	239	\$10,478
U. of California at Irvino	74	1.500.867	52.251	19.522	234	12,074
U. of South Carolino	75	2,476,527	49,443	20.552	208	8,484
U. ol Nebiosko	76	2.059,988	49,183	20,776	211	8,854
U. of Rochester Stota U. ol New York	77	2,734,373	52.816	13,199	230	8,839,
of Stony Brook	78	1.752.232	52.243	20.841	222	9,542
lowo State U	79	1.914.948	44.948	21,487	227	9,882
Syrocuso U	80	2,352,547	32,929	16.733	255	9,717,
Oortmouth Collego	81	1,973,324	52,980	21,083	185	8.973
Templa U. 3	92	2,107,910	48,862	15,414	220	9,794
Quoan'o U. (Kingston) .	83	1,938,616	44,270	15,806	208	10,155,
Southom Illinolo U Virginio Polytochnic	84	2.144,277	50,092	17,831	234	8,472,
Institute and State U.	85	1,754,830	54.735	16,265	230	9,149,
McMaster U	86	1,596,911	46,214	15,281	207	9,972
Kent State U. 3	87	2,428,223	47,639	14,038	252	8,191
U. of Orogon	88	1,931,780	48,250	18.776	217	8,948,
U. ol Walerico 3	89	1,625,111	44,707	15,364	199	9,361,
Tulone U. 3	80	1,951,203	50,735	17,236	185	8,243,
Washington State U U. of Seskatchewse	91 92	1.644,342	39,714	23,017	209	8,519,
U. of Mossschusells		1,459,334	65.368	13,700	181	8,631,
U. of Monitobs	93 94	2.445,150	47,960	13.807	186	8,053,
U. of Alabama	94 95	1,652,507 1,803,474	41,785 53,318	12,465 17,945	228 182	9,826.
U. of Utah	90					7.833.
U. of Oktohomo	87	1.870,457 2.335,957	58,970	12,144	217 188	7,558
Colorado State U	98	1,372,670	44,814	17,440	188	8,707
U. of Guolph	99		153,978	11,730	160	8,703
Oklohome Stato U. 1	100	1,964,118 1,595,257	63,702 67,480	13,473 18,276	186	7,679
North Carolina Stolo U. U. of California	101	1.407,875	42,710	16,860	219	8,647
ot Siverside	102	1,916,286	48,8:17	12,483	170	7,562
st Albeny 3	103	1,310,993	43, 164	17.218	177	8,454
Case Western Resorve U. Georgie Instituto	104	1.732,430	36,320	15,311	168	7.481
of Technology	105	1.697.021	49,940	22,227	110	5,520
U. of Housion	100	1.648.921	27.927	14,862	197	6,914 6,407

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	Volumes In Shray	Volumes added	Current serials	Total staff	Tried expenditure
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Chicago	3,017,716	48,296	13,548	72	2,900.4
Washington	22,036,877	259,448	150,000	5,045	307,102,0
Kenses City, Mo.	663,372	16,100	12,800	61	3,548,0
Nelignal Library of Consess	2,104.735	38,054	23,010	235	16,798,0
NeUonal Library of Modleton	1,481,485	117,530	45,429	498	31,585,4
New York Public I livenou	2,000,511	43,237	27,405	289	23.670.3
New York State Ulbrany	8,624,748	125,468	158,615	801	38,149,6
Albany, N Y	2,177,147	27.214	20,250	208	9,960,6 5,956,1
Newberry Library, Chicogo Smithsonian institution,	1.439,324	6,297	6,297	107	5,606.5
Woshington 3	1.120,741	21,391	14,383	125	5,506.5

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alization of test work by multinational conteprices. Not Working: Stato, Usomployment, and Wac-Gonsanvettern in Casacta, by Stato Casacta, and Wac-Gonsanvettern in Casacta, by Casacta, Casacta

The Challango ol Educellosal Isaova-tion and Netional Oevelopmest in Southam Africa, by Dickson A. Mon-gazi (Peter I.ma Publishing; 204 page; 54.193). Exumines the relation-bin between educational innovation and economic, social, and political de-velopment in the region.

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University Press international; 112
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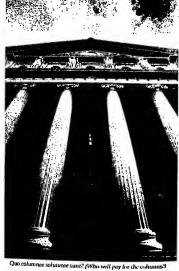
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a network created to help science volessionals, amateur science enthusiasta, and naturalists meet members of the opposite sex with

The year-old network has ed members from all over the United States and Cunada, says Anne B. Lambert, president of the company, which is brased in Port Dover, Ontario. She is herself a biologist and single.

Agend membership fees for the etwork are \$60 in the United State and \$70 in Canada, Porticipants receive "mini-profiles" of all members of the opposite sex in the actwork and monthly updates of nev members. They can request up to 20 longer biographical profiles of people they'd like to meet. "We had two members who got

married a couple weeks ago, an epidemiologist from California ond a psychiatric nurse from Ohio," ahe ays. "We also have an engag

and several serious relationships. People interested in the network P.O. Box 188, Youngstown, N.Y. 14174-0188; (800) 667-5179.

When the Harvard Law School professor Derrick Bell begas his leave of absence in 1990 to protest the achool'a fallore to hire a tenured "woman of color," two researchers decided to find out how difficult a task that is for low

The study, "The Double Minority: Empirical Evidence of a Double Standard in Law School Biring of Minority Women," concluded that "law schools, especially the most prestigious ones could hire more minority women if they were willing to hire those women on the same basis that they nority men.

The 110-page attudy, to be published by the Southern Californis Law Review, was conducted by Deborah J. Merritt, a University of Illinois law professor, and Barbara F. Reskin, an Ohio State University accimbon professor. logy professor. It looked at professors who took tenuretrack positions at law achools from 1986 to 1991. Of the minority prolessors, 97 were men and 84 were women. The study compared their eradentials, work experience, and family obligations.

Despite similarities in those areas, it found that minority women were more likely than a single standard to the standard to the second to the se

more likely than minority me to be hired at less prestigious low schools and to be awarded lowe academic ranks. Nesrly half of misority women started in nontenure-track posts, compared with 29 per cent of the men,



Boaden Denitch, a sociologiat: "Why is the left so miserably weak in the largest industria

Down but Not Out, Socialist Scholars Gather to Redefine Political and Academic Assumptions in Post-Soviet Era

By CAROLYN J. MOONEY

For anyone wondering about the vigor of socialist academies is a post-Soviet world, the 10th annual Sociolist Scholars Conference would have erased most doubts.

Judging by the heavy turnout, socialist values are far from dead in the academy. However, many scholars said they were re-examining certoin political assumptions and qualifying their use of the labels 'Marxist" ond "socialist" in light of the collapse of governments in Esstern Europe and the former Soviet Union.

Defining a political vision that would be more responsive to women and minority group members was another central ther of the conference, held last month at the City University of New York's Borough of Manhattan Community College.

Some academics came to the conference as individuals with socialist political views. Others came as scholars whose work in sociology or literature or economics was influenced by Marx's theories of class differences. And many came as both.

'Suffering a Theoretical Crials'

To some, the mood here was somber; to others, it was more upbeat than it had been since 1990. As they were on many issues nferees were split over how much credibility socialists had lost because of the reeenl failures of numerous socialist govern-

Non-academics, particularly those in conservative circles, like to quip that the American universities. But a common nrgument among scholars here was that the socialist models operating in China, Cuba, and, until recently, Bostern Europe and the Soviet Union were undemocratie "enricatures" of socialism.

Perhaps so, but that was socialism as the world knew it, orgued Stanley Aronowitz, professor of sociology and director of

only socialists left in the world are at cultural studies at the CUNY Graduate Center. Scholors who refused to recognize a link between their own socialist ideals and the failures of "really existing socialism" were being defensive and naïve, he said.

We are suffering a theoretical crisis as well as a politicol crisis," he told his colleagues. "Those of us who coll ourselves socialists do not know what an alterna-Continued on Following Page

Teacher-Education Programs Debate the Need for Accrediting Agency's Stamp of Approval

By TULIE L. NICKLIN Debstes continue to swirl around the

National Council for Accreditation of Teacher Education over whether the value of national certification outweighs the eost

In recent months, some institutions have dropped or questioned the accrediting council's stamp of approval;

m The Universities of lowo and Northern lows and Drake and Iowa Stale Unlversitles pulled out in March, charging that the standards were too prescriptive and the

ncess too costly. m The University of Arizono and Arizona State and Northern Arizona Universities, citing similar rensons, decided to drop out in the last two months

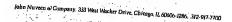
■ The West Virginia Department of Education in November reversed its policy requiring leacher-training programs to be

approved by the council. The department, which says some standards didn't mutch the needs of the state's schoolchildren, plnns to ereate its own accreditation proc-

The Council of Independent Colleges considering whether a separate necreditation for programs at small liberal-arts colleges is needed. Some feel the accreditrge research universities.

■ The American Association of Colleges for Teacher Education, which helped create the council in 1954 but remains separate from it, decided in February to conduct n year-long study of the council. Among other concerns, some AACTE members say their programs are already subject to evaluation by state groups and others,

The Washington-based accrediting Continued on Page A22



Faculty and Student Unrest Flares at Savannah Art College

By SCOTT HELLER

A disputed drive to create a student government at the Savannah College of Art and Design has unearthed simmering unrest among professors and students about conditions at the art school, one of the nation's

At least eight students have been barred from registering for classes, pending the investigation of an April 6 explosion nesr the administration building. The students said they believed their records were being held up in retoliation for the student-government campaign. Several faculty members said the administration's tactics were typical at the 13-year-old private institution, where prossors have one-year contracts and can be dismissed without explanation.

"The faculty is overwhelmingly discontented here," said Paul Marquardt, professor of computer nrt. "But they feel so intimiduted and reliant on their paychecks that people are unwilling to spenk unless there's a significant number of them."

He is one of 18 faculty members organizing an open meeting on faculty governance

'Either You're Loyal or a Traitor'

Savannah College of Art and Design was founded in 1979 by President Richard G. Rowan and his wife, Paula, who now serves as provost. Notable in Savannsh for its preservation efforts in the city's historic district. it was accredited by the Southern Association of Colleges and Schools in 1983.

Mr. Rowan and Mrs. Rowan did not return telephone calls to discuss the campus climate. In a statement, Mr. Rowan said the college had "exercised extreme leniency" toward the students, who he said had violated college policy by blocking access to a meeting held inside a campua building.

The college's student body and facilities have grown exponentially since its found. ing. Last foll, 2,200 students were enrolled in programs in architecture, fine and graphic arts, and video production, and the college had 110 full-time professors. In 1979, the college had 71 students and eight professors.

Professors are well paid, but turnover has been heavy. Faculty members typically teach four classes a quarter. They are required to be heavily involved in student recruiting, fund raising, and publicity.

President Rowan conducted Interviews for 30 faculty positions at this year's College Art Association meeting. He said the college hired 25 new faculty members two years ago and 26 the year before that.

Ron Chandonia came to Savannah last year after teaching for 17 years at o two-year college in Atlanta. He said he was struck by the tone at his first faculty meeting, conducted by Mrs. Rowan. "It was made clear to us that either you're loyal or a traitor," he soid.

At nn entergency faculty meeting, held as atudents stepped up their push for a government, Mrs. Rowon asked faculty members to give students extra assignments.

Professors who have spoken out are relatively new at Savonnah. Their complaints are echoed by professors who have resigned or been dismissed. Several long-time fsculty members still at Savannah, who did not want to be named, said professors were under pressure to conform or risk their jobs.

Two current department chnirmen spoke in defense of the college, which they said had an excellent working environment. "I've found it a wonderful place to work." said Hank Stembridge, chairman of the inte-



Students gather to vote on the creation of a student government at the Savannah College of Art and Dasign

rior-design department. John Drop, chairman of the video department, said that critical faculty members were "manipulating students with their own agenda." He said department heads supported the studentgovernment effort

Nonetheless, the csmpus climate has drawn the attention of the American Association of University Professors.

Lesley Lee Francis, associate secretary of the AAUP, said that for two years her office had received complaints about how professors are hired and fired. "The faculty comes across to me as being genuinely frightened if they stay there," she said.

Explosion Is Investigated

The drive for a student government has become a flashpoint on the usually placid campus. Administrators first opposed the effort, arguing that student-club leaders already met as a council. But last month administrators said they would have a proposed constitution reviewed by faculty and student committees and the university's lawver.

As debate over the constitution grew more rancorous last month, a small explosive device went off outside the administration building. The Burean of Alcohol, Tobacco, and Firearms is investigating the exlosion, which caused no injuries.

In late April, leaders of the government drive received letters from Nancy H. Weber, executive vice-president of the college, telling them that their applications for registration were being held pending the investigation of the incident. Ms. Weber did not return phone calls.

A spokeswoman for the alcohol and firearms bureau said it had not told the college nether certain atudents were suspects.

"It's blatant retribution," said Rick Averitt, o photography major at the college.

Pamela Afifi, Mrs. Rowan's sister and the rector of communications, said Savannah had the right to deny certain students enrollment. "Most privote colleges agree that enrollment is a privilege," she said, "Students have every freedom in the world, and they have the ultimate freedom: If they're not happy here they can go somewhere else."

They mean different things to dif-

the conferces were a diverse lot-

so diverse that U.S. Rep. Bernard

Sanders, a self-described demo-

cratic socialist from Vermont,

warned them not to let their differ-

eaces divide them-a mainstream

view was apparent among acs dem-

ics. Nany said they were "deniu-

cratic socialists" in the Western

oms within a market economy.

was a popular choice for President,

but many conceded they would

Few academics were calling for a

Bolshevik style revolution. As Mr. Aronowitz put it, "Nobody wants

state farms in the United States."

He said he reached that conclu-

sion years ago. But other academ

ly, that they had held out hope until

only recently that socialism would

work somewhere in the world.

"We wanted to believe in it," said

Lyane Belaicif, a retired philoso

phy professor at CUNY's College o

were dashed during a visit severa

wers ago. "I was riding around or

my bicycle, watching poor people

wedged. Why would they want

to be socialists? They're still trying

logal enough to cat."

Some critics aren't sure why ac-

Win 38% of Science.

Engineering Ph.D's

Continuing a decade-long up-

ward trend, foreign students

eamed 38 per cent of a record 24,000 science and engineering

dectorates awarded by American universities in 1991. In 1981 foreign

sindents carned 22 per cent of the

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Survey conducted by the National

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Science Poundation and four other

The NSF released preliminary

elgnstudents carning doctorates

hata last week on the proportion of

in engineering and science. A re-

part with statistics on doctoral re

ciplents in all fields is forthcoming.

The number of science and engi-

neering doctorates carned by

American students was about the

The survey shows that the per-

entage of foreign doctorates in

creased most in the fields of com-

puter sciences, mothematics, and

physics. They earned 51 per cent of all computer-science degrees in

1991, up from 26 per cent in 1981

and 55 per cent of math doctorates

op from 32 per cent. The number o

Asian studeots earning doctorate

from American universities in-

treased the most, to 3,764 last year from 1,196 in 1981. Chinese and

Koreans registered the biggest

same as the 1990 level-13,618.

searly 18,000 Ph.D. a awarded.

Foreign Students

to find out why it didn't work." She said her hopes for China

support the Democrat.

'Nabody Wants State Farma'

Socialists Gather to Redefine Politics in Post-Soviet World

Continued From Preceding Pap-tive to this global capitalist con-

Mr. Aronowitz, who steppeds scribing himself as a Marastata 1970's, only recently discarde the sucinfist label. He calls himely radicul democrat" who is inenced by-but entical of-Min "I think s lot of people leveled

For example, they favored a nabeaten up," he said later. Bu nonal health-care system, a more they're not defeated." environmentally responsible corporate sector, and a more equitable 'Mao More Than Ever' tax system. "None of the above"

That was apparent, About 250

scholars and political activists a tended the conference-slight more than last year. Everybradd socialist politics was represent There were old-school leftisting the 1930's who griped that today Marxists no longer studied that There were Vietnam-era lesis There were multicultural bills feminist leftists, gay and left lcftists, abortion-righ vironmental leftists, Tretain ftists, Social-Democratic left in the European style, foreign k ists, and, according to some at ferees who used the term to be acrihe others, "Stalinist" bilis.

"It's the most democratic or ference I've ever been to," sail) seph S. Murphy, a political sis-tist of the graduate center and by mer cuny chancellor who alted every year, "Anyone can go." And did go, it seemed.

In the main entrance hall di huilding that lay in the shad the World Trade Center, dozen netivist groups and publishes b set up tables. Conferees could be books, aign petitions, pick of the nture on the plight of America muto workers, and, depending one's politics, defend or conthe metics of the Peruvian Mari group called Shining Path. Oats hie was hawking "Mao mare the ever" T-shirts. At snother, post of the Latin American revolute ary Che Guevara were \$1-"ind you're broke," a sign stated. Alt held two \$1 bills.

Conferees could choose in plenary sessions organized by sel groups as the Radical Philosoph Association and the Revolu Sisters of Color, or by store who simply wanted to migh health care or unions.

The conference program soit that organizers disco white or all-msle panels. One wise, they imposed no restrict Citing the importance of fit speech, they allow virtually at group to bold one session. Thusil presence, explained one coake who did not want to be named, a "fringe" activists who afferd a qualified praise for the Cubic let er Fidel Castro. "A Staffalst high mare," the confered muttered.

Ambiguous Labels

An earlier acries of socials scholars conferences began in the wos reconstituted in 1982, etc. 100th anniversary of Mar 1982.

The labels "southist" and "Marxist" have always better somewhat ambiguates to single. 1960'a, but folded. The me omewhat ambiguous in a sec.

adenics would want to be socialkent people, and that proved to be the case here as well. But while ists, either, and question whether such scholars can avoid becuming Genovesc, who teaches history at four institutions offiliated with the University Center in Georgia. A Marxist himself until recently, "I don't have much use for people who go on believing in something after the evidence shows they were wrong," he said in a telephone in-European tradition who sought reterview, "Like many people, I long believed the socialist countries would evolve into democratic nolitical regimes that respected individual freedom. But I no longer sce

any possibility for socialism. Many speakers suggested that future leftist movements would be organized around race and gender

thing Marx did not foresec, said ces Fnx Piven, a political scientist at the cuny etaduate center "Does identity politics super-

sede class polities? In a way does," she told a large crowd. In nn interview, she said that the Marxist tradition has broad ened in recent years, "new cur

rents in the tradition are challeng ing the old-guard Marxists." Bogden Denitch, the conferent chairman and a sociologist who is

so much interest in the latter. siso at the CUNY graduate cente alluded to that fragmentation. He urged his colleagues to study the failures of the U.S. left as well as the failures of espitalism. He noted that the left in Western Europe had been more successful. 'Why is the organized around race and gender as well as class. That was some est industrial society in the world?

We do not know how to organize ourselves out of a paper hag."

At another session, several scholars were actually discussing the work of Karl Marx. The topic was the relevancy of his theories 125 years after the first volume of Capital was published. Held in a classroom, the session was originully to be given a lurger lecture hall, but switched locations with a feminist nanel because there was

'Marx Is Relevant'

That conferces seemed more interested in feminism was not a reflection of Marx's relevancy, said Anwar M. Shaikh, a Marxist economist at the New School for Social Research, who spoke on Capital. "Marx is relevant because capital-

ism is relevant." he said. "Nobudy has ever given a more penetrating

analysis of capitalism Later, he said he had sensed "a tremendous energy" here. "What drives socialism is a hope that peo-

nle's lives will improve," he said It was a theme echoed by other conferees, including Betty Enfield, a self-described political poet who recited, impromptu, a poem:

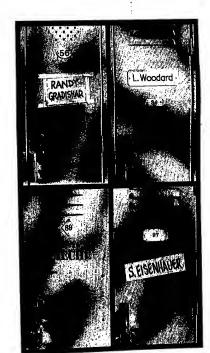
Rich men have no compassion When properly attired

It's simply not required

was dedicated, Ms. Enficid said, to "Reagan and Bush and oth ers who look good on the uutside but have nothing inside."

These people have certain hopes," she said, gesturing to the conferees milling about. "Other wise they wouldn't be here."

We'd like to thank the names on these doors for opening so many others.



In their college days, these scholar athletes were named Academic All-Americans for their achievements. Today, we'd like to extend the honor.

We're proud to announce the newest members of the GTE Academic All-America® Hall of Fame, Alan Ameche, Stephen Eisenhauer, Randolph Gradishar and Lynette Woodard.

They've not only proven to be outstanding athletes, but also outstanding citizens. As is evident in their involvement with the United Negro College Fund, U.S. Naval Academy Foundation Scholarship Committee, Denver Broncos Youth Foundation and Big Brothers/Big Sisters.

So even though they closed their college lockers years ago, we salute them for opening doors of opportunity for America's youth.





Teacher Educators Debate the Need for Accrediting Agency's Approval

council seeks to improve education by insuring that teacher-training programs meet a set of common standards. About 500 of the notion's 1,200 programs participate in

Educators, state officials, and accreditors are split on a number of contentious questions, making teacher education an active battlefield in academe's war on specialized accrediting agencies (The Chronicle, September 18, 1991).

Among the questions: Do the council's standards really insure that better teachers are trained? Is the cost of the accreditation process excessive? Can one set of stan-

And does accreditation status really make a difference?

The council says the image of the tenching profession can be polished only when most-if not allprograms go through its review.

18 Tougher Standards

"If we are ever going to upgrade the image of teachers and teacher education, it is highly unlikely we'll do that by skipping accredita tion," suys the council's president,

In 1988, the accrediting council standards for teacher training. Some colleges, however, say the

integrated

administrative

systems for

universities.

to fulfill research requirements by writing scholarly articles as a large. research university would, teacher educators say.

Others say the standards don't go far enough to prepare teachers to deal with issues like racial diversity and bilingual education.

mal standards," says Norene F. Daly, dean of Iowa State's College of Education. "The process for ucput into effect 18 new, tougher crediting teacher-education programs should be rigorous. It should be one with integrity. It should be

dards be applied to all institutions? standards are unclear and should one that commands the respect of nat be applied to all institutions in the entire teacher-education prothe same way. Small colleges, for fession, NEATE, at this point, is not example, can't expect professors that system." Ms. Daly told the council this spring that she would no longer participate as an evaluator on its accreditation teams.

Council officials dismiss the criticisms. They say a panel of educators developed the standards to meet the changing needs of the nution's schools.

"These standards were not invented in a vuenum," says Mr. Wise. "If you're trying to wiggle out from under them, you're going to say they are loasy standards." Statistics show that the standards are righrous, conneil officials

Concord has joined other into

fighting the state's decision to Some colleges say the non-saved by avoiding the scarch tion process—which for many

gins years before the evalua--could be better spent & eral colleges estimate the contr to \$300,000. The amount indic conneil members spent by professors in mee writing reports, the cost of new uls, and visiting evaluators to: lodging, and food expenses.

Estimate Called Ridiculor

"When you are talking SMM for an accreditation, that our save a program or a faculty so tion." snys Margaret A. Hart zona's Center for Excellent Education.

Mr. Wise culls that estimate diculous." He says colleshoulda't have to spend and tra time and expense to pri quality. "The evidence show pre-existing documents it the

Some colleges feel the proper niready receive enough some Most states approve the propa and special groups eval areas. Prospective teacher must pass tests befare licens?

"The quality of the proper really boils down to, Hew and we prepare our teachers for it school?" says Northern Armel Ms. Hutcher. "NEATE b niec, prestigious thing to bee

The University of Michigan Ann Arbor says its decision out of the council last year last hurt its program or its grade

ability to find jobs.
But to others the accress council's seal of approval ast quality. In the past few year, it colleges have signed up for it coneges nave signed up and council's review. The American Federation of Teachers applied its new standards. The National School Boards Association foliates. its accreditation decisions. Florida conducts joint prograte views with the council.

Says Keith Geiger, presided the National Education Assessing the National Education Association and chairman of the screeking council's Executive for the programs can jump end of our secretaliting body if they don't likely day it likely day it likely day it likely day it likely day.

Personal & Profession

say. Of the 259 program in a. by the council under its mar. dards, 70 per cent were acceand 9 per cent were accredible stipulations. The remaining h cent were denied accredit

'A Much Stronger Program' In May 1989, Concord Co.

failed to meet six of the cita. including those dealing without ulum design, faculty develope and workloads. Concord maker provements based on the said ons of the council and ear outside the eampus, Lastfall fe cord earned its according

"We believe in these yes clards, says John P. Carrer C. cord's vice-president and scale ic dean. "We have a much shape program as a result."

tions in West Virginia that of longer require accreditation by

Regents signed a \$32-million contract with the center. Under that representatives have never ogreed on a way to monitor the center's

computer program that measures the complexity of materials written in English. The program, called "QLEX," takes text from English-language newspapers as a atandord. The standard has a rating of 0.0. The program's basic vocabulary includes t0,000 common English been doing business the if way," Mr. Wise says.

words, or 90 per cent of all words in 55 newspapers published oround the world. To measure complexity, "QLEX" compares the frequency of those 10,000 words with othe words in material scaoned into the

Articles in science journals use the most complex language, according to Donold P. Hoyes, a professar of sociology, who has spent the lost t2 years developing the program. What's more, he says, a comparison of those journals over time indicates that articles are becoming increasingly difficult to understand, even for researchers

The Minnesota Super-computer Center will not have to make its financial records

public just yet. The state's Legislative Audit

Commission, which had

examine the center's expenditures,

quasi-public entity. However, the commission indicated that it would

The supercomputer center's

finances came to the attention of

unte legislators earlier this year when the university's Board of

contract the university agreed to

State legislators and center

computing time for each of the next

expenditures. Legislators have claimed that they should know how

entatives have expintained that

nances are a private matter, aince

the center serves corporate clients in

the money is spent, aince public funds are involved. Center

addition to the university.

A sociologist at Cornell University has developed a

nesota's role in establishing the

esider the financial issue when i

decided last week to settle for a

report on the University of

received the report.

who know the jargon. Mr. Hayes says the highest rating for difficulty-+55.5-is held by an article in Nature, called Histochemical localization of the human term, placental 7bctsOestradiol dehydroger Implications for the

imprications for the imposhydrogenase reaction."

First-grade reading books are at low end of the scale, with a rating of -58.6, according to Mr. Hayes. while the laternal Revenue Service's instructions for completing Form 1040 occupy the middle ground, with

Mr. Hayes reported on his computer program in the April 30 issue of Nature. "QLEX" gave his commentary a rating of +2.6. **Information Technology**



Gaorgetown's Robert L. Oaklay: "The initial inclination of data-base publishers has been to atake out the maximum territory and charge the maximum price.

Critics of Copyright Law Seek New Ways to Prevent Unauthorized Use of Computerized Information

By DAVID L. WILSON

Many long-time critics of the existing copyright law no longer insist that it must be dramatically altered to protect information available on computers from unauthorized distribution. Instead, they are devising new ways to address their concerns, including agreements between buyers and sellers, that some people worry may restrict necess to certain osers.

Dramatie advances in computer technology have given researchers the ability to duplicate and transmit books, journals, and data bases, quickly and inexpensively Over the last several years, those capabilities led to a movement to revise the nation's copyright regulations, with lenders argoing that laws fundamentally based on print technology were unworksble in the electronic arena.

Rewriting the copyright law would be critical, so scholars could take full advsntage of the power of Information technology, they said. Without protection, publighers and authors would not entrust their products to a medium capable of flooding a market with exact duplicates of their work without proper compensation. The absence of such protection is one of the reasons that information thus far available on line is limited or of poor quality, some say.

New Contractual Arrangements

In recent months, however, many of the leaders of the copyright-reform movement have come up with alternatives to revising

To make the current system workable, they hope to develop new forms of contractual arrangements, new entities that act as intermediaries between buyers and sellers of information, and new technol-

"A year ago it seemed to me virtually inconceivable that present copyright law could effectively adapt to meet the needs ven W. Gilbert, vice-president of EDUCOM, a higher-education consortium dealing with computer issues. "Then I discovered how difficult it would be to change the law,

"A year ago it seemed to me virtually inconceivable

that present copyright law could effectively adapt

to meet the needs of the electronic environment."

and how strong the opposition was. Most important of all, I discovered that some things are happening that may make it possible for the present system of copyright law to function.

Groups studying the problems of copyright in the electronic age include the Coalition for Networked Information, sponsored by the Association of Research Libraries, EDUCOM, and CAUSE. The latter is an association for the management of information technology in higher educa-

The coalition is putting together a set of guidelines for contracts between buyers and sellers of information. The Copyright Clearance Cenler, a non-profit organization that represents the publishing indus-

try, has started several test projects explnring how such contracts will actually work in the marketplace. The Corponitian for National Rescurch Initiatives, u private communications-research center, proposes to solve copyright problems with electronic systems on computer networks that would keep track of how much money is owed to whom under the copyright laws

The past year has brought about tremendous changes in the tight-knit community exploring such issues, says John R. Gar rett, director of information resources at the Corporation for National Research Initiatives. "The tone is n lot less confrontational than it was just a little while ago," says Mr. Garrett, who was employed by the Copyright Clearunce Center until last yeor. "Users want rapid and convenient access to information, and rights holders want revenue for the products that they nwn. There is n broad consensus that all those goals can be met, and the rights and needs of each group protected."

Explaining the Lack of Venom

Paul Evan Peters, director of the Coalition for Networked Information, snys the explanation for the recent lack of venom among those with sometimes competing interests-nublishers, libraries, scholars, artists, and authors-is simple: Everyone knows that the copyright law will not be altered in any significant way paytime soon. "If copyright law needs to be changed, we don't know how it needs be changed. Even if we came up with an alternative to existing copyright law, we couldn't get the policy makers to change it in the current political climate, where oth-Continued on Following Page



The Learning Society: It's Noon in America

By Bernard R. Giltord, Ph D. Apple Computer, Inc.

I chickled over a newspaper story the other day that mentioned Peter McWilliams, author of the Personal Computer Handbrook It seems that he had given a VCR to his mother, and had asked

her to tape rarious broadcasts for him while he was out of town. Peter later discovered that his mother had never figured out how to program the VCR. She knew how to record a show only while it was on the air. Too embanassed to admit her problem, she was taking time off from work and setting alarms to muse berself at night to record the shous on her son's list

I have a message for Peter's mother: Take heart, Mrs. McWilliams. You're not alone. Three out of four American homes now boast VCRs, but most of these machines are so hard to lathorn that we don't even bother setting their clocks. We live in a world where the flashing clock tells us, over and over, that it's 12:00-12:00-13:00, Back in 1980, presidential candidate Ronald Reagan proclaimed: 'ti's morning in America,' Today it is

It's not just VCRs that give us trouble, Wall Street Journal columnist Walter Mossberg recently sent this comforting message to self-castigating computer users: 'Personal's computers are just too hard to use, and it isn't

Von shouldn't have to attend classes or study manuals to use machines that are supposed to save you time and energy. As Mossberg points out, there are no user groups for owners of toaster ovens.

How has the consumer electronics industry managed to buffle its customers? According to Husiness Week the microchip has turned the economies of design upside-down, allowing designers to add a multitude of features to a machine without significantly raising its price. The chip that was designed to perform a single basic function can frequently be made to do 2, 3, 4, or 50 uperations at negligible cost-so why not pile on

Why run? Because we're all frustrated by overloaded gadgets that we can't figure out and don't use.

I'm happy to say that Walter Mossberg's column singled out the Apple Macintrolt as a friendly, easy-to-learn computer, And it's true that Apple has made a emicial investment in "human-interface design"—the science of

making machines work for real people. But we can do a lot more, Some marvelous educational software has been developed in recent ears. And computers have become more affordable. Nevertheless, a study by the federal Office of Technology Assessment says that not all American students use computers. And those who do spend an average of only 4 percent of their instructional time using the machines

Personal computers will remain the "I percent solution" until we make them even more intuitive. Fortunately, that day is last approaching Engineers are hard at work, for example, designing efficient, cost-effective personal computers that will recugnize and respond to your voice and

Another exciting breakthrough is digitized video, Today teachers can present material in a variety of media by connecting personal computers to videodise players, televisions, and other equipment.

My recent column on multimedia AIDS education described a program of this kind, which combined text and graphics, video clips, still photographs,

Tomorrow—and by that I mean not the next century, but the next year or two—educational technologists will take a giam step forward by introducing courseware that recurds video electronically rather than mechanically.

It may not sound like a hig difference—but it's actually all the difference in the world. When you record video mechanically, you can access only what's on the videodist. You can move forward or backward, playing video clips or sound bires in whatever sequence best suits your purpose. But you can't change, augment, or update the material. You can't store it directly in the computer. And you can't distribute it to individual users over computer networks. From a teacher's perspective, those are

Technological breakthroughs are changing all that. We now have practical ways to encode (or dightize) full-motion video, including color and sound, into information hits that can be stored in computer files.

In this way, we can store great quantities of material-in a variety of media-electronically rather than mechanically. We can leapfrog right over multimedia setups that require a great deal of expensive, hard-to-operate paraphemalia. Hardware costs shrink significantly. And the sticky problem of standardization—of knowing which videralise player to buy—simply

When we digitize multimedia presentations, we are able to access and retrieve information at will, presenting material in whatever sequence we choose. But we will also be able to revise or update the material, based or changing realities, changing curricular goals, and students' changing needs.

We will be able to produce conseware that is truly respons students' learning styles. And perhaps most Important, we will be able to deliver multimedia programs in a format so simple and intuitive that teachers and students will actually use them.

to my next column, t'il talk about what happens when we use digitized video with a network of computers. And I'll offer examples of how this sophisticated technology can actually make educational computing friendlier and less intimidating.

New Ways Sought to Protect Data in Electronic Form

Continued From Preceding Page er public-policy issues are clamoring for attention," he says. "We're trying to see how much we can gain with an engagement strategy rather than an consistion strategy.

The group led by Mr. Peters is studying how some corporate and educational institutions have successfully signed contracts with nublishers that allow for the use of valuable material on electronic networks Ilsually, says Mr. Peters. those contracts involve making a dats base avsilable on an internal computer network, with restrictions on how many people can have access to the information.

Grave Dangers Seen

Such contracts protect the publisher from widespread duplication of the dats, which presumably would lead to a drop in sales to other markets, and allow the instilution to use the power and efficiency of computers to make more effective use of the information.

Some peaple, however, see grave dangers in the contracts. They worry that the new approach has the potential to restrict access to electronic information, changing the nature of scholarly research and the role of camous libraries in their surrounding communities.

Duane E. Webster, executive director of the Association of Research Libraries, says that, Iraditionally, scholars from other instilutions and the general public have had free necess to a college's library motorials. Under a contract with publishers for electronic muterinis, same of the most importani, valuable, and useful informalion in the library is loaded on u computer network and can be seen only by those associated with the

institution that holds the contract, Mr. Wchster believes flows still exist in the current copyright law, which must be corrected. But with oul those corrections, he admits. contracts will become more widespread. That is why he is supporting the coalition-made up of librarians, publishers, and educators-in the development of a set of guidelines for auch licensing agreements, which will take into account the needs of the individual user as well as those of scademe. "We

He is clearly unhappy, however. about the course that events have forced him to take. "There is the very real potential that the principles that are at the heart of our society and the academic enterprise will be overcome by economic interests," he says..

Publishera Reatrict Accean

Robert L. Oskley, director of eorgetown University's Edward Bennett Williams Law Library, says such scenarios are being played out today. His library signed a contract with a publisher (that he will not name) to make a data base available on the university's computer network. Under the contract; the univarilty could make the data base available only, use that data base. When you sell



to Georgetown faculty and staff members and students. As a result. says Mr. Onkley, the data base cannot be tupped by neighboring colleges or by people who live near the university, unlike other data bases in Georgetown's system.

I understand why they did that. They were afraid that if every law school in the city could basicully get free access to the data base by calling my phone number, the pub lisher wouldn't sell my more,

But, Mr. Oakley says, the publisher's attitude may be changing.

"Users want rapid and convenient access

to information, and

rights holders want

revenue for the products that they own."

He notes that a recent letter from the publisher "hasicully says we cen make it available to enybody."

have embraced the inevitable." he Mr. Oakley says the change of heart on the part of the publisher is because the economics of such transactions and the impuct that electronic media will have on other aspects of a publisher's offerings are largely unknown. 'fhe publisher now cleerly suspects that a less restrictive contract will not lead to s significent loss of business. "The aituation is still very fluid," he

> Pricing strategies for such producls vary widely and can change quickly, he says, because economic theories have not caught up with the technology. "I buy a book, I have a book, I can loen it to e person, one at a time," he says. "I buy a data base, I load it onto my computer, and as many people who can use that computer at one time cun

the data base you still have the da base, and furthermore the person who bought the dsis base can different things with it than the could with a book. The economic implications of all this have to worked through.

Prices May Drop

Highly restrictive contracts which are increasingly common nendeme today, are signed by of leues in part because a less restr tive contract, which would also users from outside the aniversity gain necess to the data, would be much more expensive as puting crs compensate for any possible loss in prospective sales. Their tiul inclination of data-base pob lishers has been to stake out to maximum territory and charge to maximum price," says Mr. Od

He says he thinks prices for the bases will drop, allowing install tions to demand less restricted contructs for the same amount money. "I looked at one data let and said it was too expensive. not going to buy it. Well, nobot che did. either. So guess what

The price is coming do Mr. Peters argues that project such as his to develop sta contracts between buyers and si ers of information are a key mean of helping the market sort itse out. Agreements can be reached the current marketplace and div up activity there. That will scar ate useful experience and mat money for sellers, and drive for

costs for buyers, he believes.
The coalition he heads is may up of "stakeholders who are F ting aside their conflicts in of ereas to pursue their control terests in this area, he says. I members ere all agreed that it has taken far too long to schiere the tion-technology revol

"We're just trying to get on "

TECHNOLOGY UPDATE

A singing 'Pavarobotti' teaches the physics of human speech

Scientists use supercomputers to try to predict the weather

■ Data bese lists continuing-education and training progrems

puter data base maintained by

the National Distence Learning

Center. Other institutions looking

for such programs can search the same data base. The service is free.

The data base contains informs-

ricultural Satellite Network, the

tion and treining progrems na-tionally can list them on a com-

The system now includes 2,400

credit and non-credit programs,

teleconferences, and seminars in

90 different aress offered by satel-

earther at the University of Iowa is using a ainging ma-chine, dubbed "Pavarobotti," to study and teach the physics of

human speech. Inga R. Titze, director of the National Center for Voice and Speech, created the machinescally a mannequin filled with hardware, dressed in n tuxedo. with a computer monitor for

An animated image of the tenor Luciano Pavarotti appears on the computer screen. The image's novements are projected on the screen by a Macintosh computer, synchronizes the movements with a synthesized voice.

The voice itself, created by computer, is a result of Mr. Titze's research into the physics of human sound. The synthesized voice is based on physical models of hing pressure, air flow, tissue vibration. and wave propagation.

We're interested in informing neonle about the importance of their voice and how to maintain vocal health," Mr. Titze says.

Pavarobotti Interests people in topic, he says. "There's a lot of telk in universities about lungs and kidneys and hearts and auch," he adds. "If you have a glmmick to get people excited from an enterent paint of view, then you have a chance to tell them something about the real system."

For more information, contact Mr. Titze, Speech and Henring Center, Roam 220, University of lows, lows City 52242; (319) 335-6600; TITZE@SHC.UIOWA.EDU.

-DAVID L. WILSON

Scientists at Florida State University are using supercomnulers to develop improved models for weather foreceating.

The best estimates of weather round the planet are accurate only within a five-day period. Michae Navon, a mathematica professor says the new model ahould improve the forecasts aignificently. ugh theory holds that weather cannot be predicted with any accuacy beyond about two weeks.

Mr. Navon expects the model to è more accurate because it can accept much more data than existing models. The model must be used on supercomputers, which operate very quickly, to process all the data

The Florida State aclentists are collaborating on the project with the National Meteorological Center sad the National Air and Space dministration'a Goddard Space Flight Center.

For more information, contact Mr. Nsvon, Department of Mathe-matics, Room 111, Love Building. Florida State University, Tallahasice, Fla. 32306; (904) 644-6560; NA-YON@SCRILSCRI.FSU.EDU.

Institutions that want to publicize their continuing-educadirector of the center at Owens. Briefly Noted boro Community College in Ken-"Listings come from at least 50 different catalogues."

Users with any kind of computer and modem can gain access to the system. They can browse through the data base or use key words to search by subject, Mr. Sun says. They can also search by the name of a specific institution.

Mr. Sun suys the center, which was established last August, gets between 15 and 20 calls a day fron institutions looking for programs. For more information, contact Mr. Sun. National Distance Learn-

lite, videotape, and other media. ing Center, Owensboro Communi tion on programs from almost 60 Fifty to a hundred new programs different sources, including the Ag- are added each week. College, 4800 New Hartford Road, Owensboro, Ky. 42303; "Essentially, this is a big un-line Black College Satellite Network, catslugue system for distance edu-1502) 686-4556; JSUNOO(#UKCC.the Community College Satellite cation," says Jeff Sun, executive UKY.EDU. -- REVERLY T. WATKINS 292-4843.

■ The "Directury of U.S. Government Software for Mainframes and Microcomputers," which de-scribes more than 2,000 programs. is available for \$59 from the National Technical Information Service, Springfield, Va. 22161; 1703)

"There's Gold in Them Thar Networks," a guide to resources that are available on the Internet, by Jerry Martin, director of the Network Information Center at the Ohio State University, is available free of charge in both electronic form and printed copy. For more information, contact Academic Computing Services, the Ohio State University, 1971 Neil Avenuc, Columbus, Ohio 43210; (614)

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Virginia Tech Forms Partnership to Study an 'Electronic Village'

HLACKSBURG, VA. Virginia Polytechnic Institute and State University has formed a partnership with the telephone empany and the government of this smult rural community to study the possibility of creating the 'Blacksburg electronic village.'

If such an undertaking proves fensible, ull homes, businesses, and schools in the town will be connected on a high-speed electronic network. Using computers, the system would link business and ofessional people, elementary and high-school leachers and students, and oniversity faculty and staff members and students.

Those on the network will be able to use electronic muil, join online discussion groups, and take ness, educational, financial, and general communications services. They may also use the internet, a network of networks, to communicale worldwide

Joseph A. Wicneko, Jr., the university's project manager for the proposed venture, says the entire community, including the universily, must have access to a computer network if electronic communica-

tion is to have an impact.
"With electronic communication, it's important to have a critical mass of people using the tools," he says. "When the telephone started, one telephone was not useful. With two telephones, two neople could talk to each other. But to be really useful, everyone in the community had to have a leje-

"It's the same with e-mail," Mr.

Wiencko says. Blackaburg is ulready something of an electronic village because of its close ties to Virginis Tech. The town includes among its 34,000 res-Idents many university administrators, ficulty members, and surdenis who own or use compulers, A large percentage use machines on the campus that are connected

work. "There are 15,000 to 17,000 omputers on campus," says Paul M. Gherman, special assistant to the vice-president for information systems. "We have more computers than telephones.

Community as Laboratory

While students who live an the campus can use the computer network, those who live off campus cunnol, says Mr. Gherman. A community network would offer the same apportunity to students on

Mr. Wiensko sees the Blacksburg electronic village as a possible model for other community networks around the country.

He snys the Chesapeake & Potamac Telephone Company, the Bell Atlantic company that would participate in the venture, is interested because any blueprint developed ere could be replicated else where, "We would be demonstrate ing how access to critical masses of people will change the pattern of telephone usage," he says, "The entire community would become a laboratory. This would be a realis-

Mr. Wiensko says an electronic network could give Blacksburg an advantage in attracting business and industry, particularly hightech companies.

According to Mr. Wiensko, the university and its partners would provide the financial resources far the proposed network, with the telephone company supplying the cabling and other materials for the initial infrastructure. Network us-

The six-month feasibility sludy is expected to be completed I July. If the project is approved some Blacksburg residents could be using the community network next year, says Mr. Wiensko.

The following lial of computer software has been compiled from information provided by the publishers or by companies marketing the programs. Prices are subject to change without notice. For information about specific applications and hordware requirements, contact the companies directly.

COMPUTER PROGRAMS.

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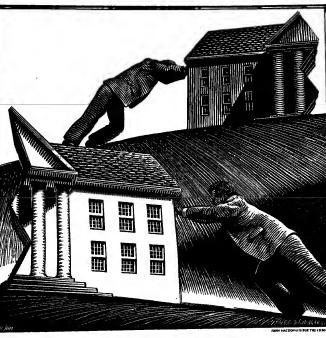
Letters to the Editor

Bulletin Board B6-43

THE CHRONICLE OF HIGHER EDUCATION

Section 2

May 6, 1992



The Two Rhetorics of School Reform: Complex Theories vs. the Quick Fix

By Howard Gurdner

PITE the plethorn of reports and articles about school reform during the past decade, there has been distressingly little genuine dialogue between the two principal participants in the discussion. On the one hand are the educational researchers and policy experts, who are pleased that at last the nation has become interested in the plight of its schools. On the other side are arrayed the government, business, and community "opinion leaders" who are equally concerned about the schools, but whose analyses and recommendations are decidedly different from

those of the educational leaders. Unless the reasons for the lack of communication can be identified and dealt with satisfactorily, it is most unlikely that the critical problems of American pre-collegiate education can be dealt with effec-

Among educators, a surprising degree of consensus exists about the nature of schools' problems and the kinds of solutions that are likely (and unlikely) to work.

They believe schools' difficulties arise from a variety of saurces, including the sharp rise in the incidence of broken homes, the lessening of respect for purents' and teachers' authority, the huge amount of time youths spend passively watching television, and the alarming decline of the quality of life in our cities. Over the decades, such factors have greatly complicated the process of delivering quality education; they cannot be allevlated by 'oulck fix.'

Nearly all educators also acknowledge the follure of the entrenched factory model af education, in which students are all served the same curriculum in the same assembly-line fashion and teachers are cogs in a massive bureaucratic apparatus. "constructivist" approach, which involves children in active, hunds-on learning, is widely admired; most educators believe that "less is more" and that it is beller to know a few things well than to

OPINION.

add on courses and requirements ad man-

Short-answer, multiple-choice tests stifle students' and teachers' initiative, they believe, and should be replaced by more probing, open-ended forms of assessment. Voucher programs allowing families to transfer government funds to the school of their choice may work in limited contexts, but they are unlikely to address the severe educational problems in our big cities. If nnything, such programs are a diversion from the problem. Genuine educational changes will take several years, if not dec-

F COURSE, there are disputes about each of these topics, and skeptics can be detected on the left and the right. But at the very least, none of the assertions above would be seen as particu-Jarly contentions by most of my fellowed

However, the "oninion leaders" in business, politics, and the general public-Continued on Following Page



The Rhetorics of School Reform: Complex Theories vs. the Quick Fix

whatever they identify us the eause of educational problems-dearly desire a quick fix. And so they look to solutions like meri pay, voucher systems, the enunciation of higher standards, a voluntary or required national examination for all students. These leaders do not know if such solu tions can be put into effect, but, examined from a distance, they sound as if they might do the trick. Because our educational institutions are seen as incfficient and undemanding, schools-rather than

Punitive attitudes and language abound when the schools are being eastigated. The "first wave" of educational reform in the carly 1980's, calling for skills and standards, has been antly (if cruelly) summarized us "ectting the little buggers to work harder." The second, "restructuring wave" in the late 1980's reflected a busi ness-influenced belief that if schools could simply manage themselves properly, all

the larger society-are seen as esusing the

VER ALL, little appreciation exists among outside critics of the complexity of the problems of school failure, little appreciation of the many steps needed to place American schools on a stronger footing. Again, there are admirable exceptiona to the above characterization, particularly certain business leaders like David Kearns, formerly of Xerox and now Deputy Secretary of Education under Lamar Alexander, and certain governors like Roy Romer of Colorado. But they turn out to be an atypical as educators who enthusiastically endorse vouchers or a national examination.

It may sound as though I, as an educator, have offered a stacked deck: a reasonable and penetrating analysis by school people, a peremptory and ill-advised set of nostrums doled out by those who are ignorant of the facta of school life and the obatacles to school reform. But I have little difficulty in sympathizing with the rhetorical picture sketched by opinion leaders: school folks endlessly spinning complex theories and refusing to make demands of their own ranks, in contrast lo government and business representatives generously offering new reaourees and promising ideas In a laudable effort to improve American education.

Indeed, rhetoric becomes the issue here: A major stumbling block to school reform has been the construction and pursuit of rival rhetories.

People who work in achools or who are familiar with current research are overwhelmed by the realities of American schools today. As Jonathan Kozol has shown in his new book Snyage Inequalitics. many American schools are faced with a physical reality (crumbling facilities, drug- and crime-Infested neighborhooda) and a cohort of youngsters (homeless, without love or hope) an dispossesses that they are more reminiacent of Dickensian London than of a developed nation on the cusp of the 21st century.

DUCATORS ARE AWARE OF DECVESIVE that reform efforts are time conauming, involve a large investment of resources, and have a distressing tendency to backslide. Absent sustained application of human and financial resources over s significant period of time, efforts to change seem doomed. As a consequence, educators embrace a rhetoric of wee and complexity-one devoid of realistic first and second steps and remote from Americanstyle pragmatism

Opinion leaders know little of these deteriorating physical and social conditions first hand and are disinclined to probe, because such probing thwarts the possibility of quick solutions. Of necessity or choice, they expouse an economic, political, or organizational model, rather than one rooted in the social realities of school, the psycho logical processes of learning, or the social psychology of group change,

Not surprisingly, then, they argue forand believe in-the same "moves" that have worked in the political and business

"Little appreciation

exists among outside

of the problems

of school failure.'

help if the supply of money is too manger or if the teachers and administrators onsite have no experience in munaging n complex facility or if they do not know how to achieve consensus on goals and means of reaching them.

No single comparison, metaphor, or urgument cun work for a phennmenon as enmplex as the school. That said. I believe that the most appropriate model for talking shout school change is the idea of building a new community. Many educators today are adopting the metuphor of a community to distinguish schools from older organizational mudels-for example, those based on factories and industrial organizations-

critics of the complexity

realms with which they are familiar: incentives for pay, changing the chain of command at the work place, negative sanctions for poor performance, the adoption of standardized forms of evaluation. Opinion leaders propose "sound bite" solutions-r rhetoric of culprits and quick cures.

What, then, to do? I believe that it is imperative to create an effective new discourse of educational reform. Such a way of speaking must draw on analogies and stones that make sense to those who want to "do right" by American schools but who are not fully aware of the distressing range of problems that schools must overcome. So, for example, when it comes to assessment, educators need to make it clear that merely taking a temperature over and over again does not heal n patient and that a person who can only spil back facts cannot be expected to solve an unfamiliar problem or to create something new.

When it comes to site-based mnnagement, in which individual schools gain more autonomy, educators must point out that mere redistribution of money is of no

in which administrators imposed the agenda from the top down. They point out that in a community, everyone has a voice.

For a community to be viable, its members must work together over time to develop reasonable goals and standards. work out the means for achieving such goals, have mechanisms to check whether progress is being made, and develop methods for changing course-sometimes dramatically-if progress is not being achieved. In a vimble community, members recognize their differences and strive to be tolerant, while learning to talk constructively with one another and perennially scarching for common ground.

If school reform is to progress, educators and opinion leaders must adopt a common vision-and a common metaphor or way of speaking-of the sort that I have sketched. Were such a vision to be adopted, it would represent a considerable stretch for both parties in the current debate. Educators would need to recognize tha genuine differences about ideology and the learning process within their ranks but

temper those differences for the seestablishing a cooperative about They would also have to comest selves to the difficult tasks of sales numintaining locally relevant should. nitering strategies and personel v progress is not being achieved.

PINION LEADERS, for the L would need to acknowledge; form are interconnected; that charges quire time, leadership, and guiday that the atmosphere of schools is alle. hy that of their localities and the not Far from representing sentimental or ric, a commitment to community to recognition of the hard resides refor effectiveness in today's world,

In fact, the most effective current in school reform have attempted in a eate some of the processes involved to nting such communities. These inte identifying key staff members wiliqu dedicate themselves to a long-tempor of change, discovering strengts at weaknesses, involving students and a ents throughout the planning and oction process, cooperating with te schools involved in similar reformer and developing advisers who cardia their own experiences to aid in thebeprocess of community building and sk. change. Such promising experiments it possible for all parties intendal school reform to move beyond ites and to become actively involved in ing more effective environments for

But so long as the rhetorics about si reform remain widely divergent, in progress is likely. An important, inthis civive, step will have been taken when cationad experts and opinion leading to speak of-and think about-school form in terms of the same images. It perhaps they can forge solution sept to those that either group could design

Howard Ciardner is professor of elec and co-director of Project Zero, and group devoted to educational refer Horvard University, Ilis most neces is The Unschooled Mind (Barkle

LETTERS TO THE EDITOR

OPINION

How Should Society Define 'Faculty Productivity'?

To THE EOTTOR: In "Colleges Face New Pressure to Increase Faculty Productivity" (April 15), The Chronicle presented the viewpoint of many taxpayers and rents of undergraduates that facully are teaching too little, devoting too auch time to research, and earning salaries disproportionately high for their hours in the elassroom.

la n recessionary period, particularly when literacy among the young cational system will lead to scrutiny f resource allocations in oor eolleges and universities. This is as it

The Chronicle, however, by easting the issue as an effort by legislatures, boards of regents, administra-tures, and politicians to remedy a that of light "workloads for faculty—reinforces the assumption of many eitizens that "work-load" equals classroom responsibility. Those influenced by such selfmed "exposés" as ProfScum have come to believe that scholars do research mainly for their own benefit to enhance their earcers, and to woid the "real work" of teaching. This is a dangerous misconee Our country's intellectual well-be-

in denends amon the public's appreition of research. In a global acciety the exploration of nature, the examinetina of civilization, the analysis of human values, interests, and coaceptual orders, and the eritieism of received apinion potentially serve all human beings by expanding our human beings of the world. Ecological, agreement, and techno-logical research, the practical purposes of which encompass the improvement of human health, agrint, can raise the standard of living of peoples everywhere. What we learn about the world makes, we

hope, a better world. The pursuit of truth is a communal livity advanced by the exchange of ideas. As our society is presently buctured, it is our institutions of higher education that foster and prolett thin exchange, by providing scholars freedom from political, economic, religious, and commercial pressures, freedom to think, to ex-

periment, to write, and to teach. periment, to write, and to teach.

If, under pressure from the public,
research universities decreased the
time allotted faculty for "reading
prelicational magazines," "consulting with colleagues," and "thinking"
and increased the time assigned facdity for underscapatate classroom inmity for undergraduate classroom intruction, they would be making the transmission of received opinion n higher priority than the attempt to aderstand the world. Furthermore, they would be neglecting the training of graduate students, our nation's fue thinkers, which takes place not only in the classroom but also in labaratories, in the field, and in one-onsearch interests: this too in teaching. and it is inseparable from research.

The restructuring of higher educa-tion proposed by those who define "faculty productivity" simply as classroom instruction would not serve our country well. By curtniling the opportunities of American scholare lathink and to write, such a transformation of our system would re-duce the aumber and variety of American participants in our planet's chial discourse.

graduate programs, which we all want, should not, and need not, re-quire that the United States abandon its position of intellectual leadership. BETTY JEAN CRAIGE

MARGARET S. ANGERSON WYATT W. ANGERSON Professor of Genetics University of Georgia Athens, Gn.

TO THE EDITOR:

If one is among the vast majority of eollege and university professors who do not work for such "elite" institutions as the University of Califomia system, Harvard, or Duke, one cannot help but feel a poculing mixture of weary nmusement and outrage at the concern expressed regarding "faculty productivity." . . . Both emotions are aroused more by what is not suid than by what is.

In the first place, the conditions under which we as the majority labor are never mentioned. Most of us have seldom taught fewer than 11 or 12 hours a week. Most of us are nevertheless required to maintain an active und productive research and scholarship program. Most of us are deeply involved in advising, assisting, and otherwise teaching undergraduate students every day, year in, year out. Few of us, I would wager, earn more than \$50,000 a year.

That salary figure is also signifiennt. One wonders why, if most of the people enring the highest sala-ries at most institutions are administrators and athleties eoaches, no one ever questions their salnries light of economie difficulties. Afte sed only slightly over the last 15 or 20 years, the numbers of administrators have exploded, and they are much more expensive employ thun professors are. Where are the legislative watchdogs checking into

vate sector who had had to sequire university faculty would be willing to foot the bill for business expenses, as is required by most institutions. We are required to participate in professicoal organizations, but we pay the dues ourselves. We are expected to increase the visibility of our institu-

most travel expenses ourselve 10 years have meant that only a fraction of these expenses are even tax deductible.

Finally, there is another reason why the flight from the classroom, to the extent that there is one, has be-eome so attractive. Quite beyond the thirst of institutions for grant mone and prestige, scholarship allows us to use our minds in the ways for which we were trained, and which has be come increasingly difficult to do in pected to deal with students who are work, and who frequently have no els that previously would have been eonsidered appropriate for, at best, the secondary level. Legislators, boards of trustees, and administrators have handed this problem to us. and they have a vested interest in not identifying it as such. They therefore should not be surprised if we burn out and prefer to retreat to the li-

So it goes. Faculty have been inereasingly locked out of the decisionmaking process, whether it concerns academie standards or the relative Whenever there is a erisis, however it is the faculty that is called on the earnet. Those of us in the majority would at least like to have our situations taken into account. Duke and Berkeley are not the measure of the academic world.

THERESA ANN SEARS

To THE EOITOR: This is the latest in a series of recent Chronicle stories about legislators, trustees, presidents, dea ents, and others who demand effieiency and increased emphasis on tenching. I have what I hope is a useful message for your readers who may be planning on tenure or promotion at a research university. Ignore the rhetorici Publish or perish will probably still hold true in the foreseenble future. I write ma a person who for over five decades has observed a fairly diverse sample of postsecond-

Classroom productivity is very dif-

SILENCE PLEASES



workloads involved in lectu

ology? Do stipulated eredit units or

minimum minutes spent in direct in-

teraction with students account for

intangibles like years of preparation

or creative seconds while shower-

Some deans, to improve the quali-

ty of instruction, depend upon "ob-

their validity is controversial. I, for

one, am not convinced that a stan-dardized rating acale can be ap-

plied with faimess aeross all courses.

Nor, in the hands of 19-year-old stu-

dents, ean such na instrument reli

ably distinguish the "productive"

teacher from the merely "entertain

In contrast, an article, monograph

or book, evaluated by distinguished

ures speaks for itself whatever the

(with their base in any specialty) can

understand and appreciate research

productivity. If one is ambitious, a

superb publication record is visible

nationally and internationally from

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peers, or a research grant in six fig

discipline and topic. Administrator

huge, competitive, impersonal multiversities. The demands of instruction short, productive instruction, assuming it can be clearly identified, cannot vary in enormously complex ways from department to department, compete with good research because course to course, and student class to the nudience is smaller and Incks marketing power beyond the star student aims. How do you equate the tencher's institution. After sitting on dozens of review 1.000 about history or to 45 about and search committees. I conclude biochemistry with those required to that, at least in my field (psycholoread 25 freshman compositions or to direct a doctoral dissertation in soci-

gy), good and even excellent teachers, according to their references, are abundant, but the pool of productive research men and women who are advancing knowledge remains miher small. If the public and the administrators of a particular research uni-versity mandate incrensed teaching loads (as may be happening at Stan-ford, Syracuse, and Ohio State). their best seholars I predict will cither arrange exemptions (two tiers) or migrate. ARTHUR A. DOLE
Professor Emeritus of Psychology

Gradunte School of Peychology in Education Gradunte School of Education University of Pennsylvania Philadelphia

NEH appointee rebuts description of his views

TO THE BOITOR:

Your issue of April 8 described me as "a vocal opponent of campus workshops on issues of racism and nexism, of support groups for black niudents and women students, and of left-wing scholars" ("President Bush Numes & Scholars to Sit on Humanities Board"), These are categorical-ly false descriptions that miss my en-

e menning. I am an opponent of mandatory, coercive workshops on Issues of rueism and sexism, seeing these as a new form of mandatory chapel and Orwelling thought reform. As an undergraduate in the enrly 60's, I also opposed mnndntory religious ehnpel: Did that make me an opponent of voluntary religious worship? I nm an opidentity at universities: Does my be lief that Jewish students cannot be officially spoken for at universitles by Zionists, or Chassidie rebbes, or anti-Zionista, or Jewish atheiats make me anti-Semilic or opposed to a grent diversity and pluralism of "support groups"?

The claim that I am an opponent of "left-wing scholars" is outrageous. Some of the deepest influences on my intellectual and personni life, and many of the scholars I admire most, academically and humanly, are "left-

wing." I um opposed to tendentious Continued on Following Page

MÉLANGE

The Continuing Problem of Prolonging Adolescence; the Contemplation of a Black Presence in Literature

We . . . ARE ALSO CONCERNED with the continuing problam in our soeiety of prolonging adolescence and delaying the time at which young people begin to do something significant, exciling, and intellectually demanding.

It's interesting to reflect that by the tima Henry VIII was 18 years old, he was the ruling king of England. He had something important to do, so he didn't have to failter away his time trying to see how to be antertained and buy CDs or watch videotapes or things like that, He was too busy running a country. -John R. Silber, president of Boston

University, at n news conference nnnouncing the cstoblishment of the Boston University Academy

OR SOME TIME NOW I have been For some time now thinking about the validity or vulnerability of a certain set of assumptions conventionally accepted among literary historians and critics and circulated as "knowledge."

This knowledge holds that traditional, canonical American literature is free of, uninformed, and unshaped by the four-hundred-year-old presence of, first, Africans and then African-Americans in the United States. It assumes that this presence-which nhaped the body politic, the Constitution, and the entire history of the culture-has had no significant placa or consequence in the origin and development of that culture's literature.

Moreover, such knowledge assumes that the characteristics of our national literalure emanate from a particular 'Americanness" that is separate from and unaccountable to this presence. There seems to be a more or less tacit agreement among literary scholars that. ecause American literature has been

clearly the preserve of white mis views, genius, and power, those viest genius, and power are without relation ship to and removed from the out lining presence of black people is the United States.

This agreement is made about spope lation that preceded every America writer of renown and was, I have cont to believe, one of the most furtirely no ical impinging forces on the county's literature.

The contemplation of this black parts ence is central to any understand to our national literature and should pothe permitted to hover at the margins of the literary imagination. -Tani Martson, north

ond professor of humanites at Princeton University at Princetan University
In Playing in the Dark: Whiteses
und the Literary Imagination, published
by Horvard University Fund





Letters to the Editor

Continued From Preceding Page scholarship, period, and to hiring or promotion on the basis of political affiliations; I would oppose these with equal fervor if they came from right, left, or center.

The reference to "Loninist consciousness raising" specifically criticized those who wish the university in loco parcutis to undertake the extracurricular "enlightcoment rom without" of students presumed honelessly benighted: I was and amequally contemptions of universities that stood or stand in loca parentis from culturally conservative perspectives to re-educate the private consciences of their students tand faculty) on anything other than a vol-Campus Watch of Accuracy in Academin attacked my criticism of orthodoxies of any kind at universities as amoral" and "value-free" and dis puted my criticisms of the universities of the 1950's and early 60's; unlike others, it attacked my ideas and You quote Ms. Elena DiLani, di-

rector of the Women's Center at the University of Pennsylvania, ulleging my "opposition" to women's rights women and people of color." These clinrees. My entire opposition to the ial agency of such women's ceners comes from my reiterated belief that women, blucks, Hispanics. gavs, and lesbisns are fully individuated and internally diverse gro that cannot rightfully be spoken for collectively by self-anninted nurticılar, portisan voices. I always hove believed, enterorically and unequivly, in the full ond equal rights and dignity of individuals without regard to such group characteris-

I hesitate, on grounds of dignity, to things, but I should be grateful instole my history on these matters. but I sm tired of heing the object of choracter assassination. I hove served as the chair of the American Civil Liberties Union of Greater Philadelphia's Committee on Acodemic Freedom. In 23 years of teaching, L always have been evaluated by stu ita as an open-minded teacher who encouraged critical thought and did not selvonce my own philosophicol or political views in the classroom. I have won two major University of Pennaylvania owards for my 1989. Not one review of any book I have written or course I have taught has ever hinted at a partisan agendo

Twice in the 1980's I directed summer institutes for high-school tenchers for the National Endowment for the Humanities on "The Texts of Toleration," working with a remarkable and representative cross section inry-school teachers to explore the development of the idea of toleration in the West and its ongoing and profound implications for education in a heterogeneous American so-

At the University of Pennsylvania. I have been elected several times by whom disagree with my political analyses, to be their representative on the Faculty Senate and University Council, which I believe ottests to their perception of my fairness. I reserved for two years as the chair of the Committee on Underraduate Education of the School of Arts and Sciences at Penn, presiding over a modification of our curricular requirements: the proposals of my

committee were adonted overwhelmingly by the entire faculty of the School of Arts and Sciences, and at no point was there the slightest question raised about the non-partisan and cullegial exercise of my func-Indeed, the entire faculty of the University of Pennsylvania twice has elected me to serve on its nine-mem

und diverse residential community

in terms of gender, interests, race,

sexual orientation, and undergradu

ate school and major; we did not en-

gineer this by social work, but creat-etl a climate of individual dignity and

seriousness in which neonle chase to

live together neross what increasing

ly have become barriers in our uni

I am a member of the group of his-

torians who signed the historians' ini-

tiative in the ACLU's Reproductive

Freedom Project, and, within the Re-

nublican Party I am a member of the

Republican Liberty Caucus, which

works for women's rights, gay and

lesbian rights, and rights of privacy.

I have been a four-year foster par

my own home, and I have an unqual

integrated Amenca.

ent, creating an interracial family in

fied belief in the beauty of a truly

It is absurd to have to cite such

deed if discussion of freedom, indi-

vidualism, and intellectual life in uni-

versities could proceed at last ad rem

and not ad hosainers, and I am ap-

palled by the repetition of false claims shout me that fail to under-

at and either my should and abiding

amitment to equity, opens

manities as an open-minded, critical,

and intellectually diverse exploration

Communitarianism

present danger to our liberty.

were in the name of "community"

wants "communitarianism"-Is un

Mill, thank you.

vs. individualism

and tolerance or my view of the hu

Certainly Dr. Schuman knnws, or her, university-wide Senate Com-Responsibility, the final court of nppeuls un matters of academic free dom and responsibility in faculty governance. In fact, it last elected me precisely in response to my "statement" about the incompatibility of thought reform and education. 1 co-founded, lived in for eight years, and served as faculty housemuster of Van Pelt College House at Penn, nur first college house and one which, under my ongoing ef-

KELLY L. Ross Professor of Philosophy Los Angeles Valley College Van Nuys, Cnl.

TO THE EDITOR:

To soften up opposition to an attack on civil liberties in his opinior piece, David Schumnn pretends to associate himself with "left-leaning, American Civil Liberties Union types like me" who "convenient Rather, his argument curns him u



iation stands and—surprisingly for o hers on the right who "convenient of human understanding ond expresy" forget the Amendment's crueis! luctory words.

ALAN CHARLES KORS Tha Second Amendment, of ourse, begins with an absolute phrase: "A well regulated Militia, being necessary to the security of a free state, ..." The historically informed and the genuine ACLU types know that the reference is not to Schuman's romantic vision of the David Schuman ("Onr Fixation on 'isolated pioneer homesteader de-Rights Is Dysfunctional and Defending his humble cabin from beast ranged," April I) may be right that and savage" (by snvage does Schu-man intend our indigenous first we talk too much about rights. What we should talk shout instead is liber Americana?), but to the continental ty. And Dr. Schuman is a clear and army which wrested sovereignty from the British tyrant and assured o It is fitting that he should refer to his favored "strand of thinkars from

"free State (emphasis added)." Could Professor Schuman serious-ly claim that the Founders Intended permit every Tom, Diek, and Mary "general will" provided the rationalto wield a Saturday-night apecial or ization for the Terror of the French that auch ownership advances a free Revolution, and Mnrx who provided State? Does the mayhem of our cities the general justification for the murconform to his idea of a well-regulatder of uncounted millions of people ed militia? in the 20th century. All these crimes

A definitive interpretation of the Second Amendment, which would I'll atick with Locke, Smith, and settle the question for both of us. could easily be accomplish challenge to a comprehensive gun-control law, passage of which has clear considering all the array of been consis ntly defeated by the terms there are already to choose pressure tactics and esmpaign contri-

from: authoritarianism, paternalism.

totalitariunism, etc.
It astonishes me how since the fall of communism all these anti-individindist academies keep popping up. like mushrooms. . . . I find it especially disturbing, however, that much of the sentiment comes from professors in law schools. I hate to think that we won the Cold War jus to have many of our own intellectual buy the Marxist funtasies and lies that propped up the Soviet Union.

should know, that it was because the original Constitution did not express concern with "inhibiting governmental authority over individuals" th the Bill of Bights was demanded in the first place. Since he wants to miderstand even the First Amendment as allowing only the kind of worths seems appropriate to him, I have no doubt that he is precisely the kind of authoritarian that people like Jefferforts, gave Penn its most integrated be protected from.

> butions of the NRA-an admission of est in perpetuating the "wareshap its fear of indicial review and of the greed and cowardice of our legisla-

BETTY Lon Donois

"I know he's a crook, and I know the money is illegal.

last can't you just delay the investigation a kulebb

and give us a chance to seems some of h?"

ALUMNI

DONOR

Camille Paglia: bad girl of academe?

TO THE EDITOR: I keep thinking Camille Paglia will

turn up next in a bullet bra and tishnet stockings vogueing to some Madonne tune, taking on all the shouldy women scholars in the univer-("Cumille Paglia, Academic Guerril-, Relishes Her Role as Feminis Scourge," April 1). Her chartes of all-male dancers, straight from the National Association of Scholars. assuringly that everything she helieves is right and true, from her sage port of child pernography tay queted in Tine), to her attacks on whiny rape victims, to her gushing worship massive architectural phalluse Cleaving us all back in those traublesome grass buts with those inept fenucle prehitects), to her helief that most feminist schulars need to be, in her best McCarthyesque fashion. named openly at elite institutions. bismed for not accepting her schularship, trashed for their treatises on deconstruction, cultural bucklash. women'a studies, cross dressing, tu

name just a few I find her contempt for Harvard's Marjorie Garher and Duke's Eve Kosofsky Sedgewick curious, at best, since their discussions of gender seem to mirror Paglia's own appearance in People, where she is photographed, hair slicked buck, dressed in strest-fighting black, brandishing u switchblade, fueing the camera head on, ready to take on any dute-rape swoop. . . . Like Madoni

vietim or feminist scholar in a single es recreating her image us the bad girl-only this time it's of acudem she brags about kicking o student at Bennington, starting o fistfight at another institution, continually lambasting her feminist opposition in a street-tough vemucular reminiscent of Sylvester Stallone's working-class

letters must sometimes be given preference. Lates may be condensed. Send them to: Letters t Unfortunately her foray into fame the Editor, The Cheanite of Higher Education, 1253 2nd Street, N.W., Washington 20037. Please include a disc has allowed the right wing to co-opt her measages; suddenly all those rvative white men, who have been erying "shoddy scholar feminist research, now hove a womtime telephone quaber. an saying it too. . . Sudd those people who have a vested inter-

THE ARTS

VSHikken

It seems like Paglia has lades

she will recreate herself one 22

This time us a high-tech, purpel

Terminator, bulging under a spili ic loin cloth, complete with a pad

Austrian accent, telling Dro

Harnway on "Sally Jessy Rated t

Public higher education

is a state responsibility

Point of View ("The last

lems facing public elementary secondary schools across the a

Familles with an average iron

\$60,000 or more should pay the

This added to revenue from the

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would be money for all the sh

Anterican people have long use stood and accepted the fact thick cation at the elementary and some

diess of family income

That they do not sade

accept that higher education is should be part of the package his out. That the president of s pit

nittee for Public Higher Edicale

The large volume of letter

to the editor of The Christ

ele prompts this suggestion.
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HADASSUI G

institution of higher educe

ury levels is a state respo

Wnuld it fly? Of course at B

would permit low-income str

needs of the scho

Law Tuition, April I) I been

After rending Thomas P. Walker

Толие Енгоа:

weariest out to get tentre, and wear't stop at that. I fully expens-

A Rich, Idiosyncratic Journey Into the Plays of Samuel Beckett

By Zoë Ingalls

HANOVER, N.H. FAD Samuel Beckett's plays, then listen to Billie Whitelaw perform them. It's like watching a entmpled hotair balloon inflate. Air rushes in, and two dimensions become three, round and quivering and ready to ascend.

"Mother." Pause. "Mother." She intones the opening lines tu Faotfalls, one of several plays written expressly for her by Beckett, with whom she maintained a close professional relationship for 25 years.

"Mother. . . Were you asleep?" Listening are the 30-add students who have guthered in a small theater at Dartmouth College where the eadavers of plnys are laid out and dissected.

It is day three of four during which Ms. Whitelaw is conduct ing master classes at Dartmouth, the last ston on a sweep that began at Smith College in February and Included Wellesley College and Washington College in Mary-

Apetite figure in blue jeans and weater. Ms. Whitelaw stands in front of the stage. She holds her script in one hand and snaps the largers of the other in time to the rhythm of the sentences.

'Moth-er.' Snap-snup "Don't feel you have to act it out," she tells Charmnine Oak ley, a freshman who has joined her down front to attempt a reading. "Say it more like a robot. As

Sam would say, 'No color. No color.' " Ms. Oakley tries again and munuges a

"Shall I tell you what I have written here on the side in my script?" asks Ms. Whitelaw. "'Bong-bong.' Moth-er."
"Moth-er," the student tries again Bong-bong. The syllables resound like the

tolling of a bell. Again: "Moth-er. Mah-"Whea she said 'Bong-bong,' I related that to sound," Ms. Oakley says. "I love the musical quality of Beckett's workhow words can be strung together like a

Ms. Whitelaw, the British actress, and Beckett, the Irish playwright, novelist, poet, and Nobel Prize winner, first worked other in 1964, when she performed in his drama Play at the National Theatre in London. Their relationship evolved into unique collaboration that enabled the ywright to refine his work in rehearsal using the actress as "the pen in his hand," as she puta it. She is considered the pre-

eminent interpreter of Beekett's plays. Beckett directed Ms. Whitelaw in Happy Days, Footfalls, and Not I. She also acted in others of his plays, including Come and Go, Rockaby, and Enough, under various directors. Even then, she saya, the and Beckett "rehearsed by telephone quite a bit." Their collaboration continued until Beckett's death in 1989.

Although this is Ms. Whitelaw's first foray into teaching, she has had a long and varied career in British theater outside of er association with Samuel Beckett. She has been a member of the National Theatre



Billte Whitelaw, strapped into a perpetuolly rocking chair, ht a 1986 production of Samuel Beckett's "Rockaby." Company, and played Desdemona to

she played Marthu in a powerful pro-

duction of Edward Albee's Whn's Afmid

plays, films, and series and has been twice

voted England's Television Actress of the

The British Academy of Film and Tele-

vision Arts named her best actress in 1968

for her performance in Churlie Bubbles

and again in 1988 for The Dressninker. Her

most recent film is The Krays, released in

1990. On the Queen's birthday last year,

Ms. Whitelaw was made a Commander of

the British Empire. She has just completed

television mini-series for the British

"Somebody once said to Beekett, "Why

"He said, 'Because she doesn't ask me a

She didn't need to. She has an Instinc-

tive grasp of Beckett's themes and charac-

ters. When she and Beckett worked on a

play together, they didn't talk about "what

it means," Ms. Whitelaw tells her class.

Sam onything obout," Ms. Whitelaw says.

"Because when I read it, I panicked."

There are two characters in Footfolls: an

invalid and the daughter who looks after

her (Ms. Whitelaw's role).

lell you, I can tell you how it feels."

'People say, 'What does it mean?' I can't

"Footfolis was the only play I asked

Broadeasting Corporation called "Firm

Friends" that will be shown in the United

do you like to work with Billie White-

States. She doesn't know when.

lot of damn fool questions."

law?" " she recalls.

"On the second day of rehearss! I said. 'Am I dead?' He thought for a minute and Laurence Olivier's Othello in 1966. In 1989 said, 'Let's just soy you're not quite there.' That made sense-one is in n strange limbo land of not quite dead." of Virginia Woolf at the Young Vie. She also has appeared in over 200 television

In her classes, Ms. Whitelow encourages the students' questions and solicits their resetions to the plays they take up. There are no right answers," she says. "I'm picking at your brains as much as you are mine.

To s visitor she explaina: "I'm not renlly teaching anything. I'm just laking them on the same journey that I made with Samuel Beckett-taking them through the process I went through.

"I sm not a teacher, but I do know what I'm talking about when I'm on that jour-

The journey is a rich, idioayneratic amaigam of technique, explication, entique, biography, aneedote, and inspiration. She shares costumes, photographs, playbills, and heavily sanotated scripts. At Smith, where she spent five weeks, she helped students through the grueling process of bringing s play from first reading to trial

Even though her time at Dartmouth is more limited, she says her goal is to give students "some aort of flavor of the man as the total artist-the sense that what is on the page is only the beginning."

WHITELAW has acted on stage buried up to her neck in dirl (Hoppy Dnys) and strapped into a perpetually rocking chair (Rockaby). She hurt her back performing in the twisted

A State of the state of the

position required for Footfalls and developed problems with her central nervous system after being immobilized so that only her month could move for Not 1.

In addition to contorting her body at Beckett's behest, she fed lowed his precise instructions. even to the subtlest of gestures. Ms. Whitelaw compares herself the music and the rhythm."

"Having observed all of the requirements Beckett demanded. I then found a marvelous free-

Other actors chafed under Beckett's controls. Some found it particularly difficult to meet his vision of a performance devoid of embellishment, Ms. Whitelaw recalls that Albert Finney, who starred in Krano's Lust Tape at the Royal Court 'fheatre in 1973. turned to her for guidance as he strappied to mate the emotional eolor with which he tinted his

role.
"'What am I supposed to do. Billie? I take reds and greens, blues and pinks out of the cupboard and mix them."

"I said, 'Put all the tubes hack in the eupboard, Albert. Use your blacks and whites and grays."

Despite her counsel, Beckett and Mr. Finney "couldn't hit it off at nil." Ms. Whitelaw recalls. She's been more successful at getting some of her students to see what Beckett aimed for. "My initial reaction was thinking that,

with Beckett, you have no room as an actor, nowhere to go," says Malcolm D. Nicholls, o theater major at Hnmpshire College who took Ms. Whitelaw's classes

FTER WORKING with Ms. Whitelaw. he says, "You realize, Yeah, there is room. And, depending on what kind of theater experience you are looking for, the potential in Beekett's work is even greater than that of most theater in terms of expression. His work is so constrained, so eompacted, so raw-it's like you're mnin-

At Dartmouth, the small theater has bacome warm, and Ms. Whitelaw has loosened the neck of her heavy wool cardigan. Like a dancer at the barre, she bends her knees, swaving slightly from side to side and snapping her fingers punctuate phrases while her voice tans the consonants and caresses the vow-

"Mother, Mother, . . . Would you like me to inject you again? . . . Would you like me to change your position again? Straighten your pillows? Change your drawsheet? Pass you the bedpan? The warm-ing pan?" On this last phrase, she breaks her pattern of monotone and her voice agends the scale, then dips briefly before again finding its place in line.

"You read the play," Ma. Oakley says, "and then you come to class, and your perception of what you read changes.

"The way she's saying it seems to give it more meaning," she continues. "You think, Thia is the way Beckett meant it to



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Beader JIFM-487, 1-40 p.a. - HM898B, 740 p.a.)

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and (c) proven record of successful leadership in the subject area. Senior Lecturer (1183986, 2020 p.a. 181851, 1,860 p.a.) Candidates should have (a) a good homours degree or equivelent pur-cessions at qualification and prelentably an advanced speciality qualifica-itors; (b) substantial professional/teaching/research experience; and (c) potential for caceleric leadership.

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Application including curriculum vitae, and the names of three references should be sent to the Oeneral Secretary, Hoog Kong Polytectate, Blung Hoom, Kondoon, Hong Kong before Pay 27, 1992,

Berling Scholl, Parker information is available from the same configuration.

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Assistant/Associate Professor of Philosophy/Religion Cedar Creat College seeks to file full—file neuron tack faculty position of the Assistant or Associate level commencing with the 1992/1993 exademic year. A broadly rained Ph.D. with a background in social and political philosophy and world railgons to preferred.

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Requirements: A Ph.D. in Comenumication Studies or a related field and a commitment to a liberal aris undergraduate education.

Send letter of application and curriculum vitee to:

Dr. J. Robert Helmo Acting Dean of Faculty Cedar Crest College 100 College Drive Allentown, PA 18104

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CONDITIONS: Permenant expolarment is available at the leads-societe Professor (SUS46,167 (SAUC64,576) per smartly Germinolude, subsidiated superamusation, milectate assistance, pro-elonal experiance leave and study assistance.

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FURTHER INFORMATION. Selection criteria for the positioner formation on the University is excellable from QUITP Personale, the ment, talephone (07168-4745, Incasimilia (07)864 5990 terreta qui cou.su. For further information on the position contact has come of the contact of the contact has cont

APPLICATIONS: Applications should quate 22292 and student dence of ecademic qualifications, experience and teating stations plus the nemes, editoresses, telephone and facetalls subset five protessional release.

Applications should address the selection criteria and theilies the Personnel Director, OUT, Locked Bag No 2, Red Hill Owekin 4059 Australia by 20 May 1992. Smoking is not peculias in

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Said current with, better of interest, and names, addresses and selephone under a silent framework of the control of the control of the number of at least three references to: Mr. John Zatawski, Communica-tions Chair Seach, ECSU, 83 Windham St., Willimantic, CT 06226. Screening begins immediately and will confluen until the position is filled. Eastern is an Affirmative Action, Equal Employment Opportunity em-ployer and is aggressively recruiting female and minority applicants in an effect to bring greater diversity to its work force and community.

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Three tenure-track, entry-level (Assistant Prolessor) laculty are sought in the following areas:

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Facility are espected to teach undergraduale and graduate courses, ni-vise students, and engage in scholarly and service activities. A discinate in the appropriate field and K-12 teaching opendence are required. Relat-ed education and/or expanence in educational research, multivulural columnts on middle grades in preferred.

Applicants should send a letter of application, current vila, and a list ul of least there references to Dr. Jack Coffland, Orwiston of Curriculom and Instruction, School of Education. Winthorp College, Rock 1101, SC 29733. Complete position descriptions are available upon request. To ensure ultil consideration, applications should be positionarized by May 18, 1992.

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Chechmont, and Colombia. The Search Countilities will review applications as received until the position is filled. To upply, send a statement of interest and qualifications, complete reviews, and content information for three references to Dr. Ellia Holdins, Anthol Dulwersby, MEL, 800 Livennore Street, Vellow Springs, Dibb 43508, 313-376-3281.

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The McInitire Bokoot of Commence invites Individuals with appropriate cre-(Ph.D. or S.B.A. in a business-related tigid) to apply for issuity positions. MANAGEMENT—One polition in the sees of organizational behavior human resource management. Sent convestory competitive. Position available sameny of September 1, 1827 6-90 by Noversbor 1, 1822 to Stewart C. Malona, Management Area Coordinator. MARKETING—Or year Visiting Assistant Professor position beginning September, 1992. Tasch Principles, Birtley, and/or strolly ocurse. Apply as soon as possible to John M. Gein, Marketing Area Coordinator.

The Moinline School was founded in 1921 and is AACSB accredited. The School has approximately 630 undergraduates, 100 master's students, and 60 faculty. Bard curriculum vitae to the Area Coordinators listed above at the Mcintin School of Commerce, Listerally of Virginia, Charlotteville, VA 22903.

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UNL

FULL/ASSOCIATE PROFESSOR OF EDUCATION (Specialization in Reading/Literacy Education)
RESPONSIBILITIES: Teach undergraduate and graduate
courses in reading/fireracy education which may include
integration of reading/writing, organization and supervision of literacy programs, psychology of reading, emergent literacy, literacy with culturally diverse learners (TESOL) and alternative assessment precedures; Advise undergraduate and graduate atudents including doctors level atudents and participate in other areas of university senice: Maintain a record of acheledy research and/o service; Maintain a record or screamy research and/or creative activities as demonstrated by national professional presentations and publications; Develop collaborativa relationships with local schools; Secure external/internal funding; Support the department's growing doctoral

program.

QUALIFICATIONS: Earned doctorate with a major smphasis in reading and/or literacy education; Minimum three (3) years K-12 teaching experience; Successful experience in preservice and inservice teacher education; Leadership rele in guiding theses and dissertations and research design-quantitative and qualitative; Established record of echolarly publications in reading/litoracy research Familiarity with the role of technology in literacy education SALARY: Minimum of \$44,000 (Beginning Associate Professer) \$55,000 (Full Professor).

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APPLICATION: Sand letter of application, academic vita, official transcripts and three letters of recommendation to Dr. Steven J. Grubaugh, Search Cernmittee Cheir Department of Instructional and Curricular Studies; University of Nevads, Las Vegas; 4505 Maryland Parkway; Las Vegas, NV 89154-3005. Screening will begin immediately and continue until the position is filled. UNLV is an AA/EEO employer.

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Send letter of interest, idente, and the names, addresses, and telephone numbers of lour reference to:

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of three professional references to Professor Lee Dans, 1866
c/o Office of Humon Resources, Bildgewater State College, Bridgewater, MA 02325.





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The University of Meryland School of Nursing at Baltimore

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The School, one of the largest in the netion, is ranked sixth among publicly supported schools of nursing and committed to buildening assessment, and observing research, making and undergraduated and undergraduated outcomts. Seely its compatible and interesting the schools and scholeskip in health care. Located in downtown before, and scholeskip in breakth care to be schools and scholeskip in the schools and schools and schools are schools and schools and schools are schools and schools and schools are schools ar o ther professional schools of the University of Maryland, including Schools of Medicins, Dentistry, Social Work, Pharmacy, and Law. Alen incated on the communicate the Health Sciences I there inner eight designated regional medical libraries in the country), and the University of Maryland Medical System, which includes a 747 bed tertiary cere facility, a regional Neonatal Center, the world renowned Shock Trauma Center, and a 324 bad V.A. hospital under construction. The campus is recognized as a national leader in health actances research, with \$88,500,000 in grant support in 1991.

CHALIFICATIONS

Cuellited applicante must hold on exemed Doctorate in nursing or a related field, a Measur's degrees in muraing, and be slightle or currently licensed to practice nursing in Manyard. Significant isobolohy producibly, including a grown track record in funded research, and demonstrated teaching socialence sufficient to mail an ap-pointment as association or full protessor are required. Prior teaching end administrative experience in both baccalaureate and graduate nursing programs is desirable.

Department Chairs are expected to provide leadership ior faculty recruitment and development, program planning and

edministration, and lostering research initiatives and innovations in

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For beal consideration, condidates should apply by May 30, 1992. The University of Maryland is an Equal Opportunity Afilmativo Action Employer. Minority applicants are oncouraged to apply. Condidates should automit o latter of interest, curifoculum vitas, and

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DEPARTMENT OF EDUCATIONAL ADMINISTRATION Tenure-Track Position

The Position The elegatiment is seeking a highly talented individual in fill a board board is position in the areas of qualistice records neithors, organization of the position in the areas of qualitative records neithors, and experi-tional state of the position of th

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Candidates must have a domunistrated repacity for conducting lield-based, applied or joilty research as well as the potential for controlling to the aboverage time within extension. A strong record or quality tooching to also required, An examed noticular is required. An appendituding the controlling of the controlling organization or controlling organization organiza

processional service.

The anticipated starting date for the position is Suptember 15, 1992, or as sixin as passifie thereafter. Salary is competitive; benefits are exceptional. sure a Nivollet trensiber. Salar is competitive benefits are exceptional. The Payameters it dependent on the to be not be forest at the owner of the Payameters with the payameters with the sound administration. The faculty is study, attained by permitters, and beginned administration for the faculty is study, attained by permitters, and beginned and the forest payameter and the forest payame

Applications Information: Screening of applications will begin on May 20, 1992, although the search will cuntinue until the position is tilled. Each candidate thould submit the fullowing:

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 1. A letter of application.

 2. A cumpedensive vila.

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 3. Samples of 2 or 1 published or un published scholarly works.

 4. Evidence of quality teaching.

 5. At less 1 letters of recummendation.

Please address inquiries, applications, and nominations to.

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Communication: Assistant Professor, lea-ure-track, Ph.D. preferred. Teach courses in organizational and istementated commu-nication. Seree has of applications will be-fail June 1 and continue until position is

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TO APPLY: Send cover letter, assumé, and three letters of recommendation to: Dolly Shaw, Personnel Director, CHAMPLAIN COLLEGE, P. O. Bux 670, Burlington, VT 05402 by May 22, 1992. EQE.

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replaced inducts teaching, advising, research and publication, as the
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Candidate with seared declarates preferred. Candidates with seared declarates.

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The successful candidate must be able to show acceptable documentation proving identity and establishing the right to score perployment in the United States of America, IMRES is an ESCAM, an accept employment in the United States of America, IMRES is an ESCAM, and accept semple workplace, and enforces a no-emoking policy applicable to all campus buildings.



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 Decional degree and Master's degree in Nursing required. Candidates
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Department of Nursing
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Leavey Hall
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HEAD. DEPARTMENT OF FOOD SCIENCE

The College of Agricultural Sciences seeks applicants for the position of Food Science Department Head. The individual chosen will be responsible for leadership, administration, and coordination of resident instruction, extension, and research programs of the department. The successful candidate will have administrative responsibilities. extension, and research programs of the department. The excession candidate will have administrative responsibility for excellent efforts, departmental personnel, financial management of the property of the ve responsibility Applications will be accepted until July 31, 1992, or until the position is filled.

Ae Affirmative Action/Equal Opportunity Employer Women and Minorities Encouraged to Apply

UNIVERSITY OF SOUTHERN CALIFORNIA DEPARTMENT OF NURSING ASSOCIATE CHAIR FOR RESEARCH

The Department of Nursing invites numinations for the position of Asso-ciate Chair for Research. Candidates for this position will have demonstrated research expertise, scholarship, and interpersonal skills essential for dynamic

Responsibilities include planning and conducting research, assisting the faculty in research development activities and teaching insearch related sourses. Applicants must have an orgoting research program and success in obtaining independent research bunding.

Candidates should have an earned ductorate; a Master's degree in Nursing, il doctorate is not in nursing and damonstrated commitment to research

USC Is one of the nation's leading centers of teaching and research and is the oldest independent research university in the West Nominations and expressions of interest will be received until the position is littled and should be submitted to:

Juliana M. Lind, RN, MN Interim Chair Department of Nursing University of Southern California 320 W. 15th Street, Leavey Hall Los Angeles, CA 90015

USC is an Equal Opportunity, Affirmative Action Employer.

Generation Anticipantly Produces and the Continuence of Continuenc

College of Education Michigan State University

The College of Education at Michigan State University is selding candidates of acceptability and professional accomplishments or provises to fill of internet enters position in Student Labration Administration. The position is an advised Labration in the Department of Educational Administration. The position is at the easter and or supricing professor rank, and salary will departed upon the regulator's opening and application professional applications. Appointment may begin an early as August 10,

1992. The person selected will become a marrisor of the Higher, Adult end Lifelong Education locally which often the Mester's degree in Student Allient in College Scientifica and an all selective degree in Student Allient in College Scientifica and as all selective degree in Adult Education and note Ph.D. advantage of the College Scientifica and and the Ph.D. advantage of the College Scientifica and note that the College Scientifica and to are applying to work effectively with others is before literature, to port services and to support institutional effects for whither student learning and development. We seek to continue and entition of exceldent and MSU white.

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CLINTON COMMUNITY COLLEGE

Clinton Community College serves primarily Clinton County in North-ern New York State. Total student enrollment was just under 2100 in Full 1991. Located in Platisburgh, Ny. 1. the growing campus overheols Lake Champiain and is a one hour drive from Monirea), Lake Placid and Burlington, VI.

ANTICIPATED FACULTY VACANCIES FALL 1992 ART - One person department to leach aludio ari, photography and art appreciation, as well as to coordinate and develop Art programs. appreciation, as well as to coordinate and develop Att programs.

Mathematics - Responsibilities in the area of developmental mathematics.

Nursing - One position in medical surgical nursing and one positive in medical surgical nursing Master's degree in clinical specialty necessary, second medical specialty necessary, assembly surgicial surgicial specialty surgicial specialty surgicial special spec

For all positions o Master's degree is required with community college teaching experience preferred.

Deadlins: All searches remain open until pusition is filled.

Submit letter of application, current résumé, narees and addresses ni three current réfaranceo and unofficial copies of transcripts los:

Human Resources Officer Clinton Community College RR 3, Box 8A Plattaburgh, New York 12901-9573 EOE/AA

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CHAIR

DEPARTMENT OF ECONOMICS AND FINANCE College of Business and Management Studies UNIVERSITY OF SOUTH ALABAMA

Application and noministion was briefled for a Institution 15th in Department of Economics and Finance beginning Fall, 1998. Condition in Outer and Concentral and Finance beginning Fall, 1998. Condition in Outer and Concentral are never decident in the complete or installing, and to shift to demonstrate the secondary research, a commission to secolitics an installing, and to shift to demonstrate the concentral control of the State of State 15th International Conference of the concentration of the State of State

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ASSOCIATE PROFESSOR IN COMPUTING SCIENCE (TENURABLE)

Occording University of Technology is one of Australy's open-

iarges universities what could recursive.

The Foculty of Information Technology comprises the State outling Science, the School of Information Systems, and introduced the School of Information Systems, and introduced the School of Information are interest, and in the School of Information are interest, position of Associate Professor in Computing Science.

The appointo will be responsible to the Head School service. The appointo will be responsible to the Head School service. Science for academic end research teadership in his reduction area; assaid in the operation and administration of the service area; assaid in the operation of the service of the servic

within the discipline.

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School's record of competitive research language.

Women ere under-represented at OUT at this level, therefore to apply.

quantities woman are encouraged to apply. OUALIFICATIONS/SKILLES. Applicante about deast the underpo-taria for appointment as essociate proteator, Applicate theories, higher degree in a relevant discipline, substantie Modrif as essarch experience; and a proven record of reserch native re-ment activities in their chosen eres. The latter could be dereous-by publications, loceronic por essence and development bundle the gaining of research and development bundle.

CONDITIONS: Permanent appointment meating.

CONDITIONS: Permanent appointment is available at the levide sociale Professor (SUS49,167 (SAUD84,575) per annual Cot*79, include aubaldised auperannualion, relocation assistance, produced auperanent and autory accidences.

FURTHER INFORMATION: Duty allatment and selection details the position of an internation of the University is available from 35 Personnel Operational, laboration of 37 64 54, facilities like 3866 or a mell k. Loxer-quit. adu. au. For turther Information enterpolic on contact Prolosor John Gough, Head, Perbol of Congarde, and on 61 7 894 2316, lacalmila 61 7 894 1801 or enail (prophysical) and adu. au.

APPLICATIONS: Applications should quote 22092 and battle-dance of ecademic qualifications, experience and issting na-litions plue the names, addresses, elephone and calculate savels live professional reference. Applications should address the side-criflerte and reach the Personnel Director, QUT, Locks 6tg 4td.4tl. Hill, Quoenstond 4056 Australia by 28 May 1992, Bending 1447. Hilt, Oucensiond 4059 Ausmitted in OUT buildings.

An Equel Opportunity Employer

FACULTY POSITIONS

The Department of Pharmacology Invites applications to 2 tenure-track positions at the essistant, associate or id professor levele commencing October, 1992. Successful candidates will be expected to develop a strong reserviprogram preterebly in cencer biology, cancer rmacology or in the general area of growth and oil cycle regulation, end to teach medical and gradule etudents. The positione offer competitive salaries and laboratory elart-up packages.

Application deadline is June 30, 1992. Send CV and 3 tiers of reference to Dr. Lercy F. Liu, c/a Dr. Chaffe Brostrom, Professor and Acting Chair, Department of Pharmecology, UMDNJ-Rabert Wood Johnst Madded School 27 (1997) Medical School, 675 Hoes Lana, Piscsians, M 08864-5635. UMDNJ, New Jersey's university of its heelth sciences, le an Aftirmative Action Equi Employment Opportunity Employer, militiv, and a member of the University Health System of New Jersey.



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Cotoneling/Psychology: Counseling Psychologist, Ph.D. is Counseling Psychologist or related field greeferred. Reported list-flate short-farm consecting for students, staff, and faculty; presentation of programs and warteshop; training and constallations.

UNIVERSITY OF MISSOURI-COLUMBIA

COLLEGE OF EDUCATION Department of Practical Arts and Vocational-Technical Education

Assistant Professor - Marketing Education

(ii) Dikep of Limitin invites amplications and neon-takes for a tenue-tack are polision with qualifications including an curred distinctic well guiduale em-trematically application and or notational educations but legislated in dependent or in tacking marketing education at tecunilary, postsecondary, analysis adult

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Salary Commensurate want exponents a letter of application; a return to desperience Applications Applicants should submit a letter of application; a return to desperience refer and and podessionals; transcripts; names, addresses and plane numbers of three selectors, addits have placement papers forwarded from cullege or university where selectors, addits have placement papers.

canon was completed. Send to:

Dr. Shells Rinhland, Chair, Search Committee
ment of Practical Aris and Vocational-Technical Education
University of Missourt-Columbia,
202 London Half & Columbia, ACO 65211
13141 602-9619

Going Date: Review of applications will begin May 22, 1992, and continue

CHAIRPERSON

Department of Practical Arts & Vocational-Technical Education UNIVERSITY OF MISSOURI-COLUMBIA

UNIVERSITY OF MISSOURI-COLUMBIA

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CROWN COLLEGE Continuing the Vision of St Paul Bible College

Faculty Positions in Teacher Education Crown College is searching for faculty in early childhood (generalist), elementary (reading and generalist), and secondary English. Duties include instruction, advising, and student teaching supervision. Previous college socianty Zaigish. Duties include instruction, advantage and statest teaching supervision. Pravious collage teaching desirable, but not required. Application open to except the supervision of the property of the supervision St. Bonifactus, MN 55376. Minority candidates are

AUSTIN COMMUNITY COLLEGE

Auxin Community College is a two-year congrehensive community college leaved in the Lagdal Area of Texts. The Follege is fully accredited by the Southern Averagine of Colleges and Schools and could once that 25,001 above. The College maintain in "open does" relativistics points. Applications or en kind but the prostate of:

Surgicul Technology Instructor

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Salury: Subject to placement based on education and expenses r.

.#0 1921 | A complete application and résume may be received and atentium 12 onon, May 29, 1992, All materials about the submitted to the Uffice of Personnel Services, Austin Community College, 5930 Middle Pistville Road, Austin, Texas 18782.

NOTE: Austin Community College does not accept comployment applica-tions or related correspondence via televopy.

EQUAL OPPORTINITY, AFFIRMATIVE ACTION EMPLOYED
MINIMITIES ARE ENCOURAGED TO APPLY

University of California at Berkeley WALTER A. HAAS SCHOOL OF BUSINESS

WALLER A. BARAS SOUNDLY OF BUSINESS.

The Hass School of Busines is selecting applications but the position of Directorol Executive Education. The director is responsible for the devolution of the position of the position

The University of California Is an Equal Opportunity.

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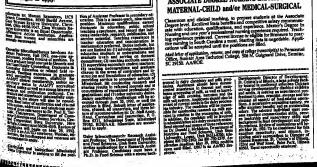
NORTH CENTRAL BIBLE COLLEGE

NURTH CLIVI KYAL DIBLE CULLEUG.

NURC is seeking a Locky methor with expertise in Elastikativat FOUCATUCN, septembilities: Participation in departmental development; teachring in ance listed abover, Marcia et alegare, Ph.D. pulperfor, Applicant route
hald Elementary State Certification. Rath and slavy commentates with
qualifications and experience. Applicationsed data (wage in the companion of the companion

Due to expending enrollment, SUMTER AREA TECHNICAL COLLEGE la aceking faculty (3 positions) with expertise in the following areas:

ASSOCIATE DEGREE NURSING INSTRUCTORS MATERNAL-CHILD and/or MEDICAL-SURGICAL



FACULTY AND RESIDENTIAL EDUCATION OPENINGS

Colby-Sawyor, a smell independent coeduca-tional college tocated in the beautiful Cartmoulh-Leke Sunapeo ragion of Now Hampshire, announces two openings for the 1992-93 seademic year.

INDEX TO BE ADDRESS OF THE STATE OF T

COORDINATOR OF SECONDARY EDUCATION FACULTY POSITION

FDUCATION FACULTY PUSH I DIN The laculty poslion, at the Asisland or Asso-cial or Professor level, will be responsible for leeshing courses, developing and coordinat-ing programs in accordary educed in the lacid, and larefacing with cooperating chicost end accrediting expondes. Experience teaching at the secondary lovel is a plus. A docturate in aducation is required.

AREA COORDINATOR RESIDENTIAL EDUCATION

RESIDENTIAL EDUCATION
This is a 10 month level posalion with responsability for neuralimons, solucion, training and
solucion training and interest and entire heart and entire heart and interest and in

Starting dete le August, 1992. Wa will begin acreening applicatione immadietely and will continue to accept applicationa until suitable candidates ere tound.

candidates are found.
Pleese send your leller of application, reaume and the names and telephone numbers of live relesences to: Peggy Brown,
Diractor of Human Resources, Dept. C,
Colby-Sawyar College, New London, NH
03257. An equel opportunity employer.

Northwestern State University

NOTITIWESLETTI STATE OF THE STA

INSTRUCTOR NEEDED

Warren County Community College has the following opening: Sociology/Psychology: Tamure-track position. Master's degree in their sociology or psychology required with additional graduate cred-its in other discipline. Community college leaching experience pre-

Send résumé and cover latter to Steve Semen, Warren County Community College, Box 55A, Roula 57 West, Washington, NJ 07882-9605.

Position will remain open until filled by qualified candidate. AA/EOE.

Construction of the constr



Music Instructor Deadline for applications: May 22, 1992

Division Dean, Line Arts Disalline for applik ations: May 29, 1992

Divis, Dean Business/Computer Intornation Systems Deadline for applications: May 29, 1992

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Applications are a unreally being accepted for the following police.

CYPRESS COLLEGE FULLERTON COLLEGE

The Illing of these positions is contingent on available landing

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If joining our laculty interests you, please call or write for an applease form, which must be returned by the deadline dates:

NORTHWESTERN OKLAHOMA

STATE UNIVERSITY

Computer Splance

Madia Conter Director needed to administer services of instructional status in a coordinate the services of instructional status in the coordinate the tolevisori instruction program. Sachelarity in librory modin required: Master's degree desirable Applicat deadline: May 22, 1902.

Learning Carter

Equal Opportunity, Affirmative Action Employer.

Director needed to initiate end develop a university tensing and ond to nested in coordination of assessment activities. Maters on required, doctorate professed, Application deadline May 28, 1992.

Instructor or ossistant protessor to teach introductory and upported division computer scionce courses beginning Foil 1982 Ow MMP pointment with sucond year possible. Master a degree maying. A torais protected. Application deadline: May 30, 1992.

or, sloto-supported incittution with an enrolled

Chinust he returned by the deadline dates:

North Orange Country Community College Dialet
Office of Human Resources
1990 North Lemon Street
Fullerion, C. 476512-1319
Phone: 17141 871-483D; FAX: 1714) 738-753

Jone 5, 1992
Crinsputer Info. System Inductor
100% Temporary Contracts
1992 Fall Semester Only
Deadline for applications; June 5, 199
A minimum for applications (are 5, 199)

Nutrition/Foods Instructor Deadline for applications: Inne 5, 1992



BENEDICT COLLEGE Faculty/Administrative Positions 1992-93

Benedict College anticipates the following laculty and administration openings for the 1992-9 facademic year. Salaries will be affered commensurate with qualifications, and experience. Filling of positions is contingent upon availability of lands.

ACCOUNTING: Dectarate degree in Accounting or Accounting/Fin-ance, Traching and/or professional experience desired.

BIOLOGY: Doctors to degree in Biology preferred: Master's degree in Biology considered. Teaching and/or professional experience preferred. CITEMISTRY: Doctorate diverse in Chemistry with concentration in Physical Chemistry. Tenching and/or professional experience preferred. COMPUTER SCIENCE: (Reclurate degree in Computer Science sough); (will consider dissertation level applicant).

CRIMINAL JUSTICE: Doctorate in Criminal Justice or Criminalogy sought; doctome degree in Sociology with master's degree in Criminal Justice considered.

JOURNALISMANEDIA ARTS: Doctorate degree in journalism, Cam-munications, at Media Arts with extensive professional or teaching exper-tence and proficiency in desking publishing, when and sudio produc-lism, media management, sales and mail-being.

nate, mouse management, sales also makening. DIRECTION OF ENIOLILLEMENT AMANGEMENTY To direct the Europhenel Management Improva, to include its veloping and managing a comprehensive marketing and recruitment plan. Qualifications: include a massic's air higher degra in Student Services. Churussiling, Higher Education Administration, or other reflect fields: to will aik three to five years "synchric to in tipher education administration with symphosis on available at under the activities of responsibility."

APPLICATION PROCEGUIRS: A lotter of application, resume, nflicial transcripts, and threa letters of recommendation should be sent hit. Dr. Ruby W. Mail, Vice President for Academic Allairs, Sanciet College, Harden, and Blanding Streets, Columbia, South Carolina 2224. DEADLINE FOR RECEIPT OF MATERIALS: May 22, 1992 or until

Benedict College is an Equal Opportunity, Affirmative Action Employer.

VENTURA COUNTY COMMUNITY COLLECE DISTRICT Invites applica-tions for the following fall-time instructor positions: INSTRUCTOR IN ACCOUNTING -- Moorpark College

Closing 6/9/92

INSTRUCTOR IN BIOLOGICAL SCIENCES—Moorpark College
Closing 19/92

INSTRUCTOR IN SOCIOLOGY—Moorpark College

INSINULTOR IN SOCIETATION OF THE PROPERTY OF T

Clusing 6/11/92
INSTRUCTOR IN ENGLISH (2)—Ownerd College—Closing 6/4/92
INSTRUCTOR IN MATHEMATICS (2)—Ownerd College

INSTRUCTION IN MANAGEMENT OF THE STREET OF T

Closing 6/11/92
PHYSICAL EDUCATION/COACH—Venture College
Closing 6/19/92 Contact Personnel Services for an application packet

Contact Personnel Services for mi appea, altono pacses:

Ventura Courtly Community Callogo Diarks

1 Day Rand, Wentara, CA 93003 = 10051654-624

The Ventura Courty Community Collego Dilutes in an Alfirmative Action, cqual Opportunity Empiripose and activety seeks the candidacy of ethnic minorities, women, diabbled and Ventamer-ed Venturane.

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MOUNT ST. MARY'S COLLEGE 1992-93 Full-time Openings

Mourt St. Mary i College, a Carholic liberal sris college primarity for women vala 1207 students enrolled on bee campuses, wells could-inding explorate for the lickness procedure. The procedure of the control of the

BUSINESS DEPARTMENT CHAIR: Teaches in and administers undergraduate program of 70 majors and five full-time inculty. Ph.D. preferred and reaching experience required.

PSYCHDLDCY: Assistant Professor. Qualifications: Ph.D. and ribility to leach
a wide rerige of undergraduate courses with amphasts in learning and social

Please send letter of application by May 22, 1992, with vita and three profes-

Interious to:

Dr. Jacquelins Powere Doud, Academic Vice President
Mount St. Mary's College
12001 Chalon Road
Los Angeles, Cellifomb 90049

DEPARTMENT OF DEFENSE POLYGRAPH INSTITUTE

Full-Time Research Positions Available in Physiological Detection of Deception

The Department of Delanse Polygraph Institute (DoDPI) is currently looking to fill these positions: two CS-II positions, Belley Range; 332,432-442, 186; and one CS-II position, Salasy Range; 342,610-540; and one CS-II position, Salasy Range; 344,610-540; and one CS-II position should have intuining and experience The Company of the CS-II position should have intuining and experience and the company of the CS-II position should have intuining and experience and the company of the CS-II position should have intuining and experience and the company of the CS-II position should have intuined and experience and the company of the CS-II position should have intuined and experience and the company of the CS-II position should have been applied to the CS-II position should have included and the C

Persons applying for the GS-13 position should have training and experience as listed above as well as the ability to engage in and develop independent

The institute is currently conducting research on cardiovascular mphysiological detection of deception/concealed information. physiological detection of deception/conceeled information.

Contact Dr. Berbers Carlton, DoDPI, (2005) 848-4594 for more information.

Direct requests for explications are to submit completed SF-171 to Cdmr., USACMUSAMPCNREN, ATTN: ATZN-CPR, Fl. McClellan, AL. 36205-5000, PICC Arm Vaughn. CLOSING DATE: May 16, 1992.

MORRIS COLLEGE

Morrie College, a private and predominately black, four-year Literal Arts College in Sumter, SC is seeking applicants to fill the following

positions:

ASSISTANTIASSOCIATE PROFESSOR OF HISTORY, To leach four to live 12 to 15 credit hours courses each semester in World Chillianham and from Western Area Studies, Traiticipate in registration, stradeut additional course of the professor of the professo

History preferred. Effective real futgrent 1992.

SYSTEMS ANALYSTA is seeking a person to design and develop appropriate Compater Systems and to write, invalid and modify software person of the compater of

Educations Vall-time tracking position to middle and secundary education to beam August, 1972. Ph.D. preferred Rank and attack comments with experience. As a surface of the secundary of the sec prior word procession and the list against prior word procession and the list against which could be a substituted by the coul Education Assistant Professor of Educa-tion, Morehead State University invitange-plications and romanation periodic and assistan-polication and romanation in Assistan-polication (Education, Education, Education, Educa-tion, Education, Education, Education, Educa-tion, Education, Education, Education in 15 on and off campus; admin networks, consistent research and spoils preserving that for subficient or spoils preserving the first professor of the control of the cont

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RULLETIN BOARD: Positions available

UNIVERSITY OF NEVADA, LAS VEGAS NORTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT

UNLY — one of the "rising stars of American higher education"

Here's Why:

▲ UNLV'e academic programs are receiving national and international recognition

▲ UNLY is among the fastest growing universities in the nation. Fall 1991 annoliment reached 19,562, e 7.4 percent increase over the previous year.

UNLY is a comprehensive Ph.D.-granting institution dedicated to both research and teaching. New Ph.D.e Include history, computer ecience, and civil engineering.

▲ UNLY recently opened the nation's only National Supercomputing Center for Energy and the Environment, housing a Cray Y-MP aupercomputer

UNLY attracts millions of dollars annually in public end private support for research. More than 30 research centers enrich the university and the community.

UNLV's Jazz Ensemble was named 1990 National Champion, and the Parforming Arts Center regularly presents internationally racognized artiets.

UNLY is home to the 1990 NCAA National Champion men's backethali team. UNLV etudent athletee have competed succeesfully on a national level in all 14 intercollegiate programe.

UNLY will break ground for classroom, architecture, end physics buildings totaling more than 250,000 equare feet et e coet of \$49 million.

▲ UNLY has been named for three consecutive years to U.S. News and World Report's list of "up and coming" universities.

UNLV offers an exciting, dynamic campua life, which includes 14 fraternities and 7 sororities, plus numerous other student organizations and activities.

If you're a "rising star" in your career in teaching or research, you may want to move up to UNIX.

Look for position announcements in the classified eaction of the Chronicle of Higher Education throughout the academic year.

RECREATION

Best Ozogia College lavikes applications for a tenure-track inculty patient to begin in September, 1992. Criteria include doctorate in production accompanies of the production accompanies to restance has production accompanies. In creation and production accompanies of the production of the producti

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Athletics/Physical Education

Two positions available 11 Head Women's Volleghall Coach, 29 Head Basehall Coach, Expedited Basehall Care Science, and Expedited Properties Science, and Properties Science, and Properties Head and Cadional Weeleven, abbenetic fifth, and later of septimentally expedited by the Care Science (Allein, Cadional, Marc President) for Academic Affilier, Indian Weeleyen University, 2015. Washington St., Antinon, N. 46953.

Patrick Henry Community College P. O. Drawsr 5311 Martinsville, VA 24115-5311 (703) 638-8777

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Deen of Acedemic and Student Development Services (Position #FA934/C-62)

Belery: \$52,845-\$59.015

Sterling Date: August 1, 1992, or as soon thoreafter na possible.

Application Deedlies: 4:9D p.m. Fridey, June 5, 1992. English Instructor, tall-time, 9-month (Position F0051/C-83)

cages instructor, tue-time, 8-month (Position 1865LC-85)

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ding Instructor, tull-time, 9-menth (Pesition G0094/C-85)

Tash developments it setting classes and work the opecial needs otudonts. Position will include teaching and reading classes and work the opecial needs or other special needs students teaching and reading and working one-on-one with disabled or other special needs students what utilize multi-concert instructional septorach. Cost intuition to position contingent upon

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Teach isoture/clinical component of Modical-Burgical courses. Pion, supervise, coordinate and evaluate students in clinical areas.

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Paracent Office
Pairick Herry Community College
Martinovilla, WA 24116-531 1
Talephone: (703) 588-772, etc. 121
TAX Number: (703) 688-6988
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Clinical, Chiropractic, and Bastc Science Instructors Needed Cand Résumé lo:

Parker College of Chiropractic Faculty Search 2500 Walnut Hill Lane Dallas, Texas 75229-5668

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BULLETIN BOARD: Positions available

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Besalary range for this position is \$23,000-\$26,000 and will be based upon experience and qualifications. Application deadline is Tuesday, May 12, 1992, at \$500 PM.

1993, at 550 PM. Imagh, send cure letter, résumé, namos, addresses, and telaphone num-less d'hore récences and unofficial baracripts to: Department of human Resources/Search Committee Chain Parisland College 2400 Whot Bradley Avenue, Champalgn, IL 61821

Applicants will be required to complete the College application form and touchts will be required to submit collicial transcripts.

Inhabits will be required to submit official transcripts.

Il you would like additional information, contact the Office of Human Researces at 2400 W. Bradley Avenue (A-113), Champaign, IL 61821-1899, or call 217-31-12-1

cat 211-331-2234.

Parliand College is committed to equal opporturely employment and promost divestiy in all areas. Qualified women and minorities are encouraged.

blasters degree in Library Science from an ALA accredited Library School with at least six years of progressively responsible library experience in related areas

at least two years of supervisory or management experience

ability to apply knowledge of library services and material selection to support college curriculum and cummunity needs

* ability to plan, organize, implement, delegate and measure library functions within a community college/public library

knowledge of and experience in the use of general and

shilly to work well with the public, supervisors and co-workers

shilly to select, train, and evaluate qualified personnel

preference for work experience in a large public library branch and/or community college library

or more information, interested candidates can write to: Personal Officer
Menophia/Shelby County Public Library & Information Center
1839 Peabody
Memphia, TN 38104-4025

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Positions

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\$2,275-\$2,800 per month or

Deadline for Applications: May 29, 1992

PARKLAND COLLEGE



REFERENCE LIBRARIANS New Mexico State University TWO NEW POSITIONS

NMSU, New Mexico's land grant university, enrolls over 15,000 students in 71 unitergratuate, 45 master's, and 19 ductoral degree programs. NASU is classified as a Carnegie I research institution and is a member of the Hispanic Association of Colleges and Universities

Association of Colleges and Universities. The University Library comains agrary-unstelly 850,000 volumes and has an annual budget exceeding 4 million dollars, An 511 5 million buddings are strengther to the control of the control NOWACC, and funmentum internocomputer and other description applications. The Unbersety Index Is seeking to selled and multivated inflatiants to provide the properties of the Control of

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Located during the Rio in southern New Mescic, NMSU is 40 miles north of El Paso, TX, at the southern cred of the Rocky Moustains. The area enjoys abundants surshine with mucheate temporatives, yet is within easy diving illustrate of aligne areas that include excellent hiking, skiling, and water south.

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COMPENSATION: Salary and rank dependent upon qualifications, mini-mum \$26,500.

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NMSU is an Affirmative Action, Equal Opportunity Employer.

Offer of employment is contingent upon votification of incitividual's etigibility for employment in the U.S.

Director: Women's Support and Resource Center

New Justillud of Richinology and/s opportuned administrator to provide ineclassify for program and antivities designed to entence and marks the unlessive programs of some and active. Reperting to the Acce. We President for Analanic Allies, the discret's empressibles include increasing which the company and analanic and beauty contributed of design and analanic and programs, and analanic and beauty contributed of any programs and analanic an

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CENTER DIRECTOR OPENING

Center for Clinical Psychology Services

The Curry Programs in Clinical and School Psychology

DEPARTMENT OF HUMAN SERVICES CURRY SCHOOL OF EDUCATION UNIVERSITY OF VIRGINIA

The Center for Clinical Psychology Services is a comproherative outpetient mental basish lacifly within hundron in support of the Clury Programs' American Psychological Association accordingly organia no clinical psychology. The special psychology are proposed to the clinical psychology. The psychology is also provided to the psychology and psychology are provided to the psychology and psychology are psychological psychology. The staff of the Center is composed of both faculty and soluted inforties.

Qualifications Ph.D. In Clinical Psychology from an APA accredited program; licensure as a clinical psychologist, strong administrative leadership abilities and interest in organizational design; 3+ years of post-license experience involving children, adults, and families.

The appointment shall be made to the general (non-tenure track) faculty at the Candidates should submit a current vite and three letters of recommendation

Ricbard R. Abidin Chair Search Committee 147 Ruffner Hell University of Virginia 405 Emmet Street

Application deadline: open until 10ed University of Virginia is an Equal Opportunity, Affirmative Action Employs



Director of Budget LINCOLN UNIVERSITY OF MISSOURI (#Code 0104)

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CHAIRTIC UNCO TREASE to the phenning-budget process.

QUALIFICATIONS A Bachelo's 1 Segue ha Accounting or Business Administration is required. Managerial experience in ne Budget Office with aspertience in an educational setting is highly disabled. Wather candidate most hisro-11 demonstrated incustages of general accounting principles. 21 demonstrated managerial and approvious quaestrates. 3 provens experience in developming, mornitoring, and controlling budgets; 4) computer skills; and 5) good orm end written communications skills.

The anticipated start date for this position is July 1, 1992. Screening will commence on May 29, 1992, but nominations and applications will be accepted for consideration until the position is filled.

APPLICATION PROCESS: 1) Sand letter of application; 2) current résumé, and 3) names and addresses of three references to:

Personnel Office Lincoln University 102 Young Half Jafferson City, MO 65102-0029

Transcripts and three (3) letters of recommandation will be required of all finalists.

DePauw University

Counselor/Assistant Director of Career Planning & Placement

The Consolerationary Diversor Convert Floating and Pleanese is a factor and member to Sustain Affairs. The consoleration will not be a factor of the control of the control

Preference given to candidate with a minimum of two years' work experi-ence. Master's degree to Studeos Personnel, Counseling & Guidance or related field preferred. Send extunel and Credenishs to Thomas Carh, Direc-tor - Carter Planning & Placestones, DeFaust University, Greencastle, IN

i35-176.

This is a 12-mooth position beginning July 1, 1992.

DEFAUF IS AL APPRICATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER

Water and misotity candidates are accounted in apply.





DIRECTOR OF COUNSELING SERVICE

Vissur seeks a director of counseling service to oversee the psychological and other counseling needs of undergraduates in a residential liberal as needs of undergraduates in a resourcina, need an academic setting. The position is available from August 1, 1992. Vassar is an independent colutional college of 2,250 students, of whom over 9% reside on the campus. The counseling service on sists of five full-and/or part-time professional coanse selors as well as a consulting psychiatria and is housed in Metcalf House on the college campus

The successful candidate will hold the PhD or equivalent degree, have significant experience with undergraduate constituencies and demonstrate undergraduate construencies and demonstrad administrative experience. Experience with dis-cal supervision, brief counselingly-syndacture, consultation, group counseling, crists managemen, ethnic populations and gender issues is deshole. He or she will also hold or be eligible for licrosse He or she will also hold or be eligible for lormes in New York State. Salary is commensurate with experience and the responsibilities of the position of the position of the position of the control of t

Send statement of interest, current vita, and three professional references by June 1, 1992 to: Colton Johnson, Acting Dean of Student Life Vassar College Poughkeensie, NY 12601



Monmouth College

West Long Branch, New Jersey Director of Physical Plant

Monntouth College, a private, comprehensive, residental humanal highes education is accepting applications for the position of Direct of Physical Plant.

highes colination is necepting applications for the position of Lawring Physical Plant.

The Officetion of Displacial Plant services as a survive of the Soft Pittings and approximately [200 acres, Trees are survived to the property of the position of the

Candidate atom have a minimum of years of directly related expellent A bachelor's degree is required, a master's degree is preferred inside must have excellent interpersonal, organizational and communications.

Candidates should forward a resume, over letter, and fare professal references by May 15, 1992 to Mrs. Putricia Swantsct. Director of Herit Recources, Monmouth College, West Long Branch, New Jersey 878. Monmouth College is an Equal Opportunity, Affirm

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Infant/Toddler Supervising Teacher

Responsibilitien: Teach ona demonstration class with 6 weeks to 30 months age group; supervise practicum students and college teaching, conduct research. Paland Chipp Invites against allows to the position of Olucture of the Child Development Castr. Palkind is recognized as one of the premiere communities and the control of the Child Development and the Child Development of the Child Development o

Minitoum qualifications: Mastar's degree in Early Child-hood or related field, three years teaching experience. Salary \$25,000-\$30,000 plus benefits

(12-month contract).

Sand later of interest, resumé and the names and contact information for three referenzas to Dr. Robastol. J. Clark, Director, Barbare K. Lipman Early Childhoud School and Research Institut; Memphis State University, 3771 Poplar, Memphis, TN 38152.

The Berbers K. Lipman Early Childhood School and Research Institute is a labor tion school for the Memphis State
University College of Education.

Montessori Supervising Teacher

Responsibilities: Teach one demonstration class of 2 - 5-year-olds; supervise practicum students and college teaching; conduct re-

search.
Minimum qualifications:
Master's degree in Ently Childhood or related Beld. Montesson
Certified, three years' teaching experiance. Selery \$25,000-\$30,000
plos benefits | 112-month contract).

Send later of Interest, résumê ond the names and contact information for three references to: Dr. Roberts J. Clark, Otector, Barbara K. Lipman Early Childhood School and Research Institute; Memphis State University, 3771 Poolar, Memphias, TN 38152.

The Barbara K. Lipman Early Infldhood School and Research

North Carolina State University Director of Housing and Residence Life

North Carolina State University is a national center for research, teaching, and extension in the sciences and technologies, humanities and social sciences, and a wide range of professional programs. The central campus of the University is located on 700 acres in the state's capital of Raleigh, the government and education center of North Carolina and the largest city in the culturally and economically vital Research Triangle area.

Applications and nominations are invited for the position of Director of Housing and Residence Life. The Director is a member of the staff of the Vice Chancellor for Student Affairs and reports directly to the Vice

RESPONSIBILITIES:

Responsible for planning, managing, and directing the total operation of the Housing and Residence Life Department. The Operation of the rousing and residence to be September Director is responsible for the long range planning, budget management, organizational development, policy development, program development, and interdepartmental relations.

QUALIFICATIONS:

LLIFICALIUMS:
Doctorate Degree in Student Affairs, Higher Education, Business
Administration or other related field is preferred. A Master's
Degree in the same or related areas is required as a minimum plus ten years of progressive experience in Housing and Residence Life with at least five years of administrative experience at a significant level of authority and responsibility. A proven track record as an effective leader and manager, demonstrating good communication and analytical skills and a working knowledge of student development theory.

STARTING DATE:

On or before August 1, 1992

COMPENSATION:

The salary is competitive and commensurate with responsibilities.

TO APPLY:

Send letter of application and resume by May 31, 1992 to: Dr. Charles Haywood Associate Vice Chancellor for Student Affairs Raleigh, NC 27695-7316 Telephone: (919) 515-3499

North Carolina State University is an Equal Opportunity Affirmative Action Employer

Binghamton

STATE UNIVERSITY OF NEW YORK

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Interested applicants for either position should submit a letter of application, retained, and linear letters of recommendation for 5. Regions Sergeet, Diestor for Socient and Staff three letters of incommendational Lis

The State University of New York at Binghamion is strongly committed to affirmative action. Recurriment conducted university regard to next, color, see, religion, aga, chabiting, martial intols, as small obstration or national origin.



ALCORN STATE UNIVERSITY **Internal Auditor**

Alcorn Stale University is sesting a highly competent Internal auditor who will be majoratish for conducting internal audits at the ordwrstly. The successful condicidate self-spect for the university predictor. The minimum quelifications for the position are a benchmor adaptes in accounting or business management, four years' expensions in government publications controlled to the product of t

minations applications or inquides iq Dr. Frenkin D. Jackson, Chairman Search Committee for Internal Audito Post Office Box 210 Alcorn State University Lorman, Mastestppi 39096

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Virginia Tech is seeking a highly motivated development professional to join the university development staff in the following area:

DIRECTOR OF CORPORATE AND FOUNDATION RELATIONS

The Director is responsible for the leadership and coordination of the university's corporate and foundation relations program. Working in conjunc-tion with various constituent development officers, the incombent will perform activities which include but are not limited to: identification, cultivation, and solicitation of corporations and foundations in support of university priorities. Candidates for this senior level posi-

tion should demonstrate proven track records in corporate and foundation development, preferably within a university setting, ideally with significant campaign experience. The position reports to the Associote Vice President for University Development within the oniversity's central development office. Interested candidates should send a cover letter, résumé, and names of five references to: Dr. Archie G. Phlegar, Director of Development Administration, Virginia Tech, Blacksburg, VA 24061-0336. Review of applications will begin immediately and continue until position is filled. Women and minorities encouraged to apply.

An Equal Opportunity I Affirmative Action Institution

DIRECTOR OF CONFERENCES AND SPECIAL PROGRAMS

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Send in letter with resume and the names of three professional references
by June 1 to Di. Ronald Morrison, Dean of the College, Westbrook College,
716 Stevens Ave., Portland, ME 04103. E.O.E.

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PRAIRIE STATE COLLEGE

Praite State College, a comprehensive community college in south subur-ban Chicagoland, Invites applications for the following full-time adminis-trathe positions DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING

DIBLETOR Of INSTITUTIONAL RESEARCH AND FAMOURS.

Reporting to the Equicile Discretion of Institutional Development, the rad Reporting to the Equicile Discretion of Institutional Professional Control of Institutional research, analytical studies and institutional planning-ton of Institutional research, analytical studies and institutional planning-ton of Institutio

COORDINATOR OF FINANCIAL AID, VETERANS' AFFAIRS AND JOB MACEMENT

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Gordon B. Thorn Chairperson, Search Committee 209 Elizabeth More Hall West Virginia Umsersily Morgantown, WV 26506

#00214 Personnel Practices Supervisor JAMES MADISON UNIVERSITY

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Carthage

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West Virginia University Morgantown, WV 26506

MORGANIOM, WV 26506

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Salary: Cummensurate with qualifications and experience. Position Available: October 1, 1992.

Application Process:

• Resume and letter of application.
• Submit addresses and belephone numbers of three reference.
• Ocarifine: June 1, 1992.

Numerations and applications should be sent to:

WEST VIRGINIA UNIVERSITY
15 AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION BASOR

Student Services

Barron County Campus

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To Apply: Send letter of interest, résemé, graduate achoel trescip and throo current lettera of reference to: Sundy Uchylli, Secretary
Soerch & Screen Committee
UWC-Serrou County
1800 Cailogo Drive
Rica Lako, WI 54868

An olphubatical list of oil nominees and applicants, without differention, may be released following the closing date.

Position: Director of Student Services

Application Deadline: Juno 10, 1992.

WORCESTER University of Wisconsin Center POLYTECHNIC

COLLEGE COUNSELOR

Director of Admissions

recruiting strategies.

Carthage College seeks a creative and energetic Director of Admissions to build on past successes that have increased

enrollment 50% during the past four years. Reporting to the

The Director must be a knowledgeable and assertive leader, able to work with financial aid, and inspite others to achieve

their goals. The candidate should have a minimum of five

years experience in admissions and strong written and oral

communications skills. Salary and benefits are competitive.

Carthage is an independent college of arts and sciences affiliated

with the Evangelical Lutheran Church in America. Located one

hour from Chicago and thirty minutes from Milwaukee in the growing community of Kenosha on Lake Miehigan, the College

Send nominations, applications, and vitae by May 15, 1992 to:

Search will remain open until the position is filled. AA/EEO

has a 145-year history of excellence in education.

Brenda A. Potter, Vice President for Entollment,

Carthage College, Kenosha, Wisconsin 53140.

Vice President for Enrollment, the Director of Admissions will oversee a staff of eight and assist in planning and implementing

Distripting Two positions (our full-time 13-month, one full-time 10-month in the Commoding and Student Development Center, Primary re-possibles random knulvaria and group contenting for understag designing and applicationing medican development outroets programs, crisis intervation, renders all constitutions and and frainting, papersisten of most lived intervals practice, and the constitution and and frainting, papersisten of programs (existing opportunities in any exactle).

Qualifications: Master's degree in Counseling, Clinical Psychology or re-lated area required, discoverace preferred. Experience in college counseling, enter required. Liceused or become eligible as psychologuet or mental health countrie in Massachuseus.

The Conneiling and Student Development Center: The easificonsists of the fall-time counselont, une full-time office services combinates, and there hall-time master level interest. The Center occupien a constraint mostory level interest. The Center occupien a constraint mostory house just off campus.

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Application Information: Deadline for applications is May 29, 1992. Heats and letter of application, visa, three letters of recommendation, and

Oirector of Humen Resources Worcester Polyrechnie Instinite 100 Institute Road Worcester, MA 01609-2280

AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER Minorities and women are uncouraged to apply.

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History love Steet University. 2009;591. Instructorish for seedermic year 100,591. Department of History is use. Melony and week in civilization cince 1650. Applicants must have completed requirements for estimate the property of the pr

COUNSELOR/ADVISOR

secusty and staff.

Hobert and William Smith Colleges, Geneva, New York are coordinate liberal arts colleges committed to significantly increasing the diversity of their communities.

Mary Jane Haddad Office of Intercultural Affaire Coxe Hall, Room 1 Hobart and William Smith Colleges Ganeva, NY 14456

The pasition is presently open and review of credentials will begin in inte May. The Collèges are an Equal Opportunity Employer.



COCRDINATOR FOR MINORITY AFFAIRS PROGRAM (Signed Feeds Computal Exertiletic Mentire degran in Committing, Student Deveal-pounts), Student Personal Services or related but for contracting consisting and students of the students of the students of the consistency of the students of the students of the students of the contraction of the students of the students of the students of the SS 35-SS 87. APPLICATION DIADLES, Services 14, 1983. Students professional students of the st

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The East Asian Ultrary is the second largest collection of research materials in East Asian languages at any university outside East Asia. The EASI and its branch, The Center for Chinese Studies Library (CCSL), provide research support for faculty and studient seasochers in all fields of the humanities and the social sciences, and in the professional schools which flows on East Asia.

scences, and in the protessorial schools which rouses on team as as as.

The Devictive propriation the "University Debutarian and its responsible for all aspects of the EAL and CCSL. The Devictor is attentive to the benefits of coordinating collection development regionarian with installations such as the East Astant Collection of the Hoover installation, Sanfood University, and the East Astan collections of other UC campuses. The Development regional interesting and the East Astan collections of other UC campuses. The Development will install the preparation of proposals for extraordinating and foreign process such as prospective conversation of the eard causing, conservation care, microfilming, and others. The Develop participates in library-wide program continuation and decision-making.

DIRECTOR, EAST ASIAN LIBRARY

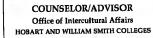
University of California, Berkeley

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The soccentral conditiant's career should show evidence of leadership and imagination; the capacity to write felterhely in a complex scalenule or praviation; management experience, fund soliting skills, the ability no communicate effectively in speech and writing (in English), and the bully to work cooperatively with loady and staff to develop the Library's officialism and services. Academic qualifications include competence in one or more of the East Asial napurages (Otherea, Japanese, Governit, gordanese to the Betwaire, History, excounted or culture of East Asia; and a Master's degree in librarianship or a Ph.D. degree in an appropriate field. A part lime scalenule appointment or additional administrative dutation be considered, depending on qualifications and interests of the successful candidate. Bank and salary to be exposited.

Applicants should apply In withing, by July 31, 1992 including with their letter a complete statement of qualifications, a full resume of hele education and relevant experience, and the names and address of these references who are knowledgeals about helet qualifications. So and applications is passed in Burrows, Director to Ubrary Human Resources, 447 The Ubrary, University of California, Berkeley, CA 9778. BOEAA.



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Colby Collage, a private liberal arts college of 1700 students located in central Malne, seeks applications for the following position in the Development Office which has a 15-person professional stall and works with an atumni body of over 19,000 people.

Assistant Director of Annual Giving

Parents and Senior Pledge Programs

without joynes institutes experience and 2 copies of a cover feiter mid 2 copies of a rewine, as well as 2 copies of n list with semes and telephone numbers of a references to Mr. Douglae C Teyn, Dieces of Parsonnel Services, Cally College, Weterville, ME 19901. A review of applications will begin May 15, 1992 and will continue until the position is illustrational to the contract of the position of the contract of the position of the contract of the contract

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DIRECTOR OF ALUMNI RELATIONS

Reparing to the Vice President for Institutional Advancement, the director is responsible for: Operation of the Officer of Alumni Relations, supervision of professions and celercia stull, administration will finds and tain increase; of computer records in side of the operation of the operation

Qualifications Bachclar's Degree supplemented by three years of appropriate experience in the not-for-profit sector required. The successful candidate will have effective on and winten communication with an demonstrated success an a fundation, and the profit of the pr

Selnry Runge: \$33,419.95-\$46,782.43 Salary dependent upon qualifications.

Starting Date: July 1, 1992. Apply by: May 28, 1902.

Send letter and resume [melude V mumber] to: Hollie Stephens, Institutional Advancement, Montelair State College, Box C316, V-57, Upper Montelair, NJ 07043.

ASSISTANT DIRECTOR OF ALUMNI RELATIONS

Adminuster all Iacets of the MSC Alumnt Association's mem-herwhip pergams, including needs, grutts, acholerships, home-topic programs, and the programs of the pergamber of the Develop new modern programs and public tellular programs and public tellulars, marketing and membership strate-gies. Administer the munual shummi phomethon, Including re-cruitment, training and supervising student critiers. Also Input, testive and analyze computerated alumni data.

Good based involvement in the entire office operation is required.

requires. Qualifications: llachelor's degree with preference to nn individual with previous programming/membership experience, 2 years required, preferredly in higher education. Familiarity with fund-maing and emputers in plus.

Solary Runge: \$27,492.22-\$38,494.30 Salary dependent upon qualifications.

Starting Dete: July 1, 1992.

Apply by: Mny 20, 1992

Send letter and resume (Include V number) to: Hollie Stephens, Institutional Advancement, Montelair State College, Box C316, V-56, Upper Montelair, NJ 07043.

An Equal Opportunity/Affirmative Action Inst MONTCLAIR STATE



ASSISTANT DIRECTOR OF ADMISSIONS

Letayetta Collega will consider candidates for two openings to the position of Assistant Director of Admissions. The enlictpated starting date will be July 1.

position of Assessed Director of Admissions. The emilicipated sterring The College state Intrividuals who will participate Listly in comprehensive sufficient participates and intensional consistency. The College state Intrividuals are sufficient to the College state Intrividuals and intensional consistency. The College state Intrividuals are sufficient to the Intrividual Intrividuals and Intensional Intensiona



RUSSELL SAGE

One of The Sage Colleges Director of Student Services and Residence Life

Russell Sago College seals an experienced professional to provide leadership and administration of comprehensive residence life and homogroups for a "Sol sidence, produced and celevital staff comprehensive sold control of the staff comprehensive sold and control of the staff comprehensive sold control of the staff control

Starts: August 1, 1992. Send cover letter, résumé and the names, addresses and telephone num-bem of five current references to:

Dean of Students Russell Sage College Troy, New York 12180 AA/EOE

Application deadline: May 18, 1992.

Re-Announcement of Position Vacancy DIRECTOR OF CAPITAL GIVING



Muncie, Indiana

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Capital Giving Search Committee University Development Office Ball Stote University Muscle, IN 47308

Review of applications will begin immediately and continue until the position is filled.

Ball Stole University is an Equal Opportunity. Affirmative Action Employer and is strongly and actively committed to diversity within its community.

Introdition / Academic Staff cophion bendered in the control of th

FLORIDA INTERNATIONAL UNIVERSITY

University Registrar

Flurida International University seeks applications and amounts the mustion of University Registrar. FIU is a public, mail-campa, accordence writersity with an entollment of 20,000 student. Lond Mintell, Fioliak, the student hostly and employers represent oneshape, diversity within a multi-cultural, urban craviousness.

diversity winn a munt-cuttim, urban cuwtoment. The Registra reports to the Vice Precident whose partido incluses sponsibility far the Nurth Charpus. University Budget, Rejusting L Recurries, Admissions, Fisamental Add und University Computing, Beha-lstrar supervises is shaff of twenty-sever individuals on nearmon.

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regulare is also recyonable for the office bidge and geround name. Application and nominees must have an mater's depress and for sund Application and nominees must have a mater's depress and for sund experience. Preference for candidates who demonstrate on super-cision of the control of

Salary is competitive and commensurate with education and exprise Send letter of application, resume and the names, addresses and adapted numbers of three references postmuriced by May 26, 1992 to:

Charles L. Tinder, Chair Registrar Search Commiltee University Park, PC 522 Florida International University Mianni, Florida 33199

Numinations must be postmarked by May 19, 1992 in order to allow ab-cient time by the patential instituce to meet the application dealing fill is an Equin Deportunity. Equal Access. Affirmative Action employee at encouringes applications from women and members of minority pays.

FARM ADVISOR

Livestock & Natural Resource Management— Contra Costa/Alameda/Santa Clara Countries

Contra Costa/Alameda/Santa Clara Countries

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COMMUNICATIONS DIRECTOR

American Foundation committed to United State-Engage rolotions seeks occollent writer/editor to direct all publicus. Including noveleter/promatik senual repositions. Including noveleter/promatik senual repositions with resolution of the second (5-10 years) exportance in all speech confidence in the second (5-10 years) exportance in all speech committee in the committee of the c

BULLETIN BOARD: Positions available DIRECTOR OF

AFFIRMATIVE ACTION and **ASSISTANT TO THE PRESIDENT**

The University of Toledo invites applications and nomina-tions for the position of Director of Affirms tive Action and As-stant to the President.

sizers to the Processors. The Director of Alfirmative Action and Assistant to the President sports directly to the President and is responsible for working with all Colleges, departments and divisions of the University to Insete compliance with eliments and compliance with the sport and opportunity to Insete compliance with the Director shall encourage compliance with the spirit and law of equal employment and dimension shall be president and the processor of the Director shall encourage compliance straining and programs. The Director shall also perform district beas an assigned by the President.

Polestional requirements include prior knowledge and ex-presence with attimative action policies and programs. A Ph.D. or other appropriate terminal degree and lacuity ex-presence in preferred. Selary and iringe benefits are com-petitive.

The position will remain open until Illied. The Search Com-mittee will begin he review of applications on June 1, 1992. In erder to assure full consideration, nominations and ap-plications should be received before that date.

interest person eloud a ubmil el eliter indicaling an inter-est ne position, a complete resume and the name, ad-desses and telephone numbers of el lees life references. Namestore en de applicatione should be addressed to: Dr. Sott Mohile, Den ol Arts & Sciences, The University of Tolido, Tolido, OH 43906.



RESIDENT DIRECTOR

A fid size, 12-month position responsible for supervising a resident assistant staff mapigin rice from 3 to 10 students, personaling a rate and productive seatered attemptive, and managing discledinary reas within a vulse-bad committy. The 10D in disc responsible for special projects and countier with which the department of student efficies. Residen hearing includes John traditional and apartment-style inclining

WILLIAM TO THE PROPERTY OF TH

Registratums include a Borbelor's degree, Muster's preferred, and 1-2 proof supervisory residential life experience. Additional qualities sought make PC delig, excellent writting only verbal abilities, and a demonstrated consistent to private library arts relievation. Salay is in the high teens, excellent medical and education bearins, plus as spatiaces, Expectant start date is July 1, 1992.

suparases, Expectant start dute is July 1, 1992. Plass subsit a letter of opplication, résuant, and names of three protested and strategies by May 15, 1992. However, résumés will be averated until hopitals is filled. Misseitles ure arged to apply. Please address in Carol A. Cosan, Director of Homas Hesourres, Morat Callege, Psughkeopie, NY 1998.

Mariet College in un Equal Opportunity, Affirmotive Action Employer. TOTAL DESIGNATION OF THE PARTY OF THE PARTY

County Director/Advisor **El Dorado County**

ELI JOPAGO COUNTY

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KENTUCKY EKU

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pre responsibilities include introduc-tory geography courses. Solary commanurate with qualifica-tions and separtence. Send lea-ter of opplication, curriculum vita, tonactips, and three sele-tars of reference by 20 May 1992. Qualified women or minority candidates ore encour-oged to apply. Apply. W. J. Walker, Choir, Department of Generarchy and Menaline Geography and Planning, Eastern Kentucky University, Richmand, KY 40475, Phone:

An Equal Opportunity-Affirmative Action Employer. Employment eligibility verifica-tion required, immigration Reform and Control Act of 1986.

Saint Peter's College

Saint Peter's College is presently seeking to fill two positions in its Student Alfairs Mydion.

Assistant Director of Yaniteili Recreational Life Center

The Individual hired will be responsible for. The windhalzailan and supervision of the Intramutal and Recreational Sports Programs the cooxidination of Albiette Department practice and game actic dates that take place in the Center, assistance to the Director of the Yaniself Recualional Life Center is the following areas:

a) daily operation of the Center b) Recreational Life Center is emberships and L.D. card procedures

c) Center rentals
d) supervision of adult and student staff
el campus wellness programming

et Gemps venices programmany.

A Bachelor's degree is equired for the position, but a Minsier's degree is pretented. The liegree carred need not be in n sports-related field, but like applicant must have ni least beo years' experience in information posts, recentline and/or abtiette nonlinistration. Letter of interest, résumé and the names, rédiresses and phone numbers of 3 references should be submitted to: "

SALARY: \$20,000-\$25,000. AVAILABLE: July 1, 1992

Hours will require flexibility to include frequent evenings and some weekends.

Counseiing Psychologist or Counselor

shin Febri College is researching and controlling included pullcumentor for a merger appointment in the Commission Execution of the Commission of the Commis

AVAILABLES August 1, 1992.

**Personnel Department Saint Peter's College, Kankin Hall, Room 19 2641 Kennedy Boulevard Jersey Cily, KI 07306

CUTOFF DATE FOR ACCEPTING APPLICATIONS: MAY 29, 1992

UNIVERSITY OF NEW ORLEANS Director, Office of International

SALARY: \$25,000.

Students and Scholars

Responsibilities. The Derects of the Office of increasional Sindens and Scidulus is responsible for the administration and revelopment of programs and scidulus is responsible for the administration and revelopment of programs of the Company and proposed induction for DNO3 increasional sindens and criticals.

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Salery: Competitive Applications: Letters of application, a resume, and a list of at least three references should be anot by lune 1, 1992 to:

Dr. Brenton Steele Dean of Student Life 200 University Center University of New Orleans New Orleans, LA 70148

The University of New Orleans is en mative Action, Equel Opportunity Employer

ASSISTANT DIRECTOR University of Maryland College Park Campus

Dynamic unit in Collings of Arts and Simonalities arise Assistant Director (sall-time, 12-month position) we strong interpretors, organized writing skills to seeks and depitate for the Discoving colling of the property of the Collins of the Colli

THE UNIVERSITY OF MARYLAND IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER,

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DIRECTOR

SCHOOL OF HOTEL, RESTAURANT AND TOURISM MANAGEMENT

Fairlaigh Dickinson University, New Jessey's kragest didependent inversity, encolling nearly 12:00 students in undergraduate and goather degree programs, seeks a synamic Indicidant is old in Scienci of Hedes, Rosinstoni and Tourist Management, An action of the Science of Hedes, Rosinstoni and Tourist Management, An action of the Science of Hedes, Rosinstonia and Tourist Management, An action of the Science o

The position is available July 1, 1992. Review of applications will commence on May 1, 1992 and will continue until the position is filled Forward cover letter, curriculum vates, and three letters of recommendation for Dean Paul Leman. c/n Employment Office, PC-8; Faitleyb Deklinson Urbrearity, 223 Montrose Avenue, Rutherford, N. 1, 07070

Women and minerities are excessinged to apply. Equal Opportunity of firmative action employee.



PROGRAM ADVISOR **University of Chicago**

University Of Children's Children's Australia (1997) and a culting furtime, twelve-month position in the Student Activities (bites, Responsibilities
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UNIVERSITY OF DENVER



Southern California Based Admission Officer

The University of Denver seeks a well organized and energetic staff person who will assume the responsibili-ty for a full-time resident recruitment assignment based in Southern California. A modest amount of time will also be spent in Arizona.

Qualified candidates will have at least a B.A. or B.S. degree and a minimum of three years of admission or comparable experience. A first hand knowledge of, and relationship with, schools, community colleges and counselors in Southern California is highly desirable.

The University of Denver is an Independent Institution which enrolls approximately 2,800 undergraduates and 3,000 graduate and professional students. With a stu-dent-faculty ratio of 13:1, and an average class size of 29 or fewer students, D.U. offers the advantages of a liberal arts college environment with the added distinctiveness of an Institution with over 50 major fields of study.

Competitive candidates must establish that they have a high level of initiative, personal motivation and the ability to work independently. Strong presentation and Interviewing skills are also necessary. Resumes and three lettera of recommendation which attest to these akills are required by June 1, 1992. The names of those who will write in your behalf ahould be included on

Compensation will be competitive as will benefits and arrangement to support this new Southern California office. The anticipated starting date is August 1, 1992.

Please send resume and letters of recommendation to the Search Committee, Office of Admission, University of Denver, Mary Reed, Bidg. #107, Denver, CO 80208.

The University of Denver (Colorado Seminary) is an Equal Opportunity Institution. It is the policy of the University not to discriminate in the admission of students, in the provision of services, or in employment, on the grounds of race, religion, color, national origin, age, gender, sexual orientation, disabled, handicapped or veteran status; and to take appropriate affirmative action in connection therewith

DIRECTOR OF ACADEMIC ASSISTANCE

Westbrook College is seehing a Director of Academic Assistance to develop and manage a coherent program of academic assistance that induces activations of the college of academic assistance that induces activations of academic assistance of academic assistance of academic academic

Please aend a letter with résumé and the names of three professional references by June 1 to Or, Ronald Montson, Dean of the College, West-brook College, 716 Stevens Ave., Portland, ME 041D3, E.O.E.

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FORT VALLEY STATE COLLEGE Fort Valley, Georgia 31030 A UNIT OF THE UNIVERSITY SYSTEM OF GEORGIA FOUNDED 1895

Director of Institutional Advancement

Director of Institutional Advantacement.

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rckground.

FFECTIVE OATE OF APPOINTMENT: August 1, 1992

APPLICATION OF A OLINE: June 3, 1992 APPLICATION: Letter of application; current detailed résumé; official transcripts; and three current letters of reference should be forwarded to:

Dr. Cyethla Sellers, Chairperson Institutional Advancement Directoc Search Committee P. O. Box 4691 Port Velley State College Fort Valley, Georgia 31030

AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER

Current Federel Law requires identification and eligibility verification prior to employment.

Only U.S. citizens and altern authorized to work in the United Buttes may be employed.

WELLS COLLEGE REGISTRAR

POSITION: Wells College tryles applications for the position of Registrer. The Registrer we exposed to the position of the Registrer was exposed to the Registrer of the Registrer was exposed to the Registrer of the Registrer with the Registrer reports to the Dean of the College. This appointment begins ably 1, 1992.

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QUALIFICATIONS, Qualifications broked as itsent two years' experience in a registral collect, a master's degree in an appropriate administrative field, and separations will sufficiently a support of the control of the con

oc may in commongree un tragement.
Applicants are asked to send a latter of application, a curriculum vitae, and the names, addresses, and telephono numbers of three relenences to Dr. Linda Rinker, Daes of the Collage, Welfs Collage, Aurons, WY 13026. Screening of applications will begin May 15 and continue until the position is till. Wells College is en Equal Opportunity Employer and welcomes applications



Assistant Director / Oracle DBA

The Uthburstle of Hustero-Deuteion is making problems for the position of Austratic Director and Orden Diffs in the position of Austratic Director and Orden Diffs in the Australiant Superior Department. The Australian Director of Superior Superio

Preferred: DBAVexVMS experience. Higher Ed and Bannar Student Re-cords System experience. Two years' or more 3GL experience such as C or Cobol. Project Leader experience. Salesys To mid-fortise, D.O.O.

Closing Onle: Open until Allad.

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DIRECTOR OF RESIDENCE LIFE **Southwest Texas State University**

Southwest Texas State Linversity invites applications and nonivorsit the position of Offector of Residence Life. Southwest Texas is some heralive university of 22,000 students olimited and an advantages with 5,000 of these students housed in 21 residence lab, university is included in 12 residence lab, university is located in the scene Ceras Hill County at the taskerset the San Marcos River in the community of San Marcos Betwee housed.

OUTIES AND RESPONSIBILITIES

OUTES AND RESPONSIBILITIES
The Ginector of Residence Life reports to the Dean of Stoches and puddes administrative supervision for all Residence Life leadings, toward on services. The Overcion responsible for the approximation facions and careful control of the QUALIFICATIONS

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APPLICATIONS
Submit a letter of application and résumé, together wis e oregostatement on the candidate's philosophy of residence lie to it, per
Garrison, Dean of Students, Southwest Texas State University, 601 libres
sty Oc., San Marcos, TX 78666; Phone (5 12) 243-2124. Review of applications will begin june 15 and will continue und the potton is filled.

SWT is an AA/EEO Employer

DIRECTOR OF PAYROLL

the University of Comes to ret seeks a literate of leptal dispo-sibilities in bride preparation of University payoff for identified in the State Computibles, manifestaine of time and attending revents, administration of heelih seevises up and attending revents, administration of heelih seevises up and possess confise reminiorial state and analysis of Alice, as well as the confision contribute a larger level of stall. Also below's degree and a testing non-time and analysis of Alice, as well as the qualitation managing reministerated payord systems are registed. Con-traction of the payor of the payord systems are also competitive stall and payord systems are and analysis of the payord and analysis of the results. The Libertinian of the payord systems and analysis of the payord systems and critical payord systems and payord systems and and consecutive of consideration. It is found that the results of the position is fined as a few payord systems and analysis of the position of pagint autions. In International Confidence and the position is fined as Article Booston and the position of the position of the Article Booston 480.





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THE SID Fled serves on the Administrative Cabinet, working closely with library administrative and other department heads on such lass as minuting and developing electronic resources, access, resource sharing, preservation, document defivery, and codection developed, and construction in Library and the University in appropriate settings.

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WHITWORTH COLLEGE Director of Development **Foundations, Corporate Relations** and Grant Writing

BIE POSTION: The Director of Oevelopment for Foundations, Corposate Relations and Coars' Writings in exponsible for the design, Implementation (Collect that ball of rections and seek support from Foundations and Corposions, Industed within this is responsibility for the writing of grant proposits associated with these relationships and solicitations for support. poses associated with right resourcings and sectional resourcing approximately to APIU's Resse submit letter of interest, Résumé/Nia, names, addresses, and teleptone numbers for these references, and a one-page statement or your personal commitment to the Christian laith and to the integration of the Christian faith with liberal learning, to:

Director of Oevelopment Search Committee Office of Human Resources Whitworth College Spokane, WA 99251-0103 ACCEPTING APPLICATIONS: April 27—May 18

AKTICIPATED START DATE: June 1, 1992 Withouth College strongly encourages women, persons of color, and persons with physical limitations to apply. Whitworth College reserves the light to extend the search proceedings beyond those dates identified in order to assemble an adequate number of qualified applicants.

Counselor/Substance Abuse Specialist

Photod College swin superinced distiliant for full-stime, ID-month position approximation include included and group counselling crisis interception. See the control of the control of the country of seasons, deutston, intervention, country-sling, and teatment referral. Qualification of the country of t

Area Coordinators (Tivo)

tive-in. 12-month professional posi-tions with primary responsibility for assisting is the administration of a complax of suite-style student residences housing 1300 students or use-sivie apar monts housing BD4 stadents. Bechelor's degree required (Master's proferred). Full-time moldence hell expenence preferred These are live-is positions Composition's flowing the Stu-dost Development, Residestial Life and Usiversity Administration Expected starting salary is \$19,000 plus lumished apertment, and full benefit package. apartment, and full benefit package. Forward folies of apple atom and resume with the names of these refer-ences to Disection of Audilary Services. University of Messachuseito Dan-mouth, 10d Westport Roud, North Dart-mouth, 14th 2027. Apple abons will be scoepled until positions am filled.

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versity at Houston-Clear Lake Personnel Department Reference job #091 2700 Bay Area Blvd. Houston, TX 77058

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DIRECTOR OF STUDENT ACTIVITIES University of flousten-Downtown

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Positions in Student Affairs

The Office of the Dean of Students as Casthege has three openings for Hell Directors with edditional responsibilities in Student Affairs.

These positions are available July t, 1992. Responsibilities as Hall Director include the administration of a tesidence hall and staff supervision. In eddition, each Hell Director will serve in one of the following capacities: Director of Student Activities, Assistent Director of Student Activities of Assistant Director of Residence Life. These ere twelve month positions and require living in an epartment provided in the hall.

Qualifications: B.A./B.S. required and experience in Student Affairs preferred.

Located on the shore of Lake Michigan midway between Chicago and Milwaukee, Carthege offers quick urban access from the relaxed environment of a small city. Predominantly Midwesterners, students come from more than twenty states and seven foreign countries. Founded in 1847, Carthege is committed to its association with the Evangelical Lutheran Church in Ametica.

Application deadline: Mey 29, 1992 Send letter of application, resumé, and the names of three references to:

Kurt Piepenburg, Dean of Students Carthege College, Kenosha, WI 53140-1994

EOE/Women and Minorities are especially encouraged to apply.

Director of Leadership and Commuter Programs

Design, odvise on, and implement leadership programming. Coo-dinate all capacits of arentotion programming, and coordinate programming and services for a diverse contraction and non-traditional student population. Act as an addition to the Vice Resident for Student Development in areas two virial student beatership.

and commuter conceins.

Master's degree required with specialization in Catlege Student Personnel preference, plus internants to thosy exact place installed with separateria. Strong appreciations, interpretation and control of the separaterial strong appreciation of the separate in the separate strong appreciation of the separate strong and control of the separate for contribute as a member of a team effort and to be destable to variety work schedules.

Review of applications will begin Friday, May 22, 1992 and continua until the position is filled

Submit letter of Inlant, resume, and times (3) letters of reference to Elizabeth Cooper, Director of Human Resources, RIVER COLLEGE, 420 South Main Street, Nashura, NH 03060.



McCORMICK THEOLOGICAL SEMINARY

Associate Director for Annual Giving The Associate Director will lead McCormick's Annual Fund effort. She' He will be responsible for the aneual direct entil campaign, telemacketing, working with Aemail Fund volusieers, and personed cutilivation and solici-tiation of top prospects.

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As en leastitus on of the Prospyterian Church I USA1, McCormick seeks to expand its circle of filerial through participation in the Annual Tunn. A commitment of the Medical Church I Me

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Director of **Environmental Health & Safety**

Stanford University's Department of Environmental Heelth and Salaty provides safety services to the entire University. The Director of Health and Safety leeds a staff of 60 and develops policias, strategic plans and schedules for University wide health and

Tha Director reports to tha Vice-Prasident for The unlector reports to the vice-Prasident for Planning and Management and the President of the University and represente the University's health and salety programs to the University community, political jurisdictions and the general public.

Qualified candidates must have demonstrated ability to provide leadership and manage a large organiza-lion/sell. Other important lactors which will be con-aidared: experience in environmental, health salety sciancee, experience will environmental regulations; experienco working in an acedemic environment; commitment to lociaring decontrelized dopartment-besed health and salety programs and to the University's internal end external Affirmative Action Program.

Please send resume and cover letter, highlighting qualifications, to: Rusa Whiteford, #J920399-VA, Stanford University, 857 Sarrs Street, Stanford, CA 94305-6230. EOE/AA.

STANFORD UNIVERSITY





DIRECTOR OF RESIDENCE LIFE AND HOUSING

Sahnt Mary's Collego, a Casholis, four-year libral arts institution for verm-en, it artskage Director of Residence Life and Housing, Reports directly to the Dearn of Student Affairs with a recognish for surprised proposed dente hals, professional and clerical stuff, subtrance thate and sexual herat-mental programs, the development of co-consciular programs in the readence halls, and the administration of the College judicial system.

and, and the unframentum of the contegg position system. Qualifications locked a Massive dapter in counciling or related field plus S year's testidance hall experience, including supervision of professional susfi. Excellent writing and public specking stellar an excession as in commitment to women's issues and the values of a Critholic liberal arts tradicion.

Salary commensurase with education and experience. Excellant benafinal Starting date no later than August 1, 1992. Please send résanté and names and telephone numbers of three professional references by Juns 1 to:

Debia Kelly-Wnish Director of Personnel Seint Min y'n College Notre Deme, IN 46556

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UNIVERSITY OF FLORIDA College of Law ASSOCIATE DIRECTOR FOR **DEVELOPMENT AND ALUMNI AFFAIRS**

The University of Florida and its College of Law are seeking applica-tions and nominations for the position of Associata Ofrector for Devel-opment and Alumni Affairs.

opmenl and Alumil Alfalia. The College, having compiler annually and has over 12,000 alumni. The College, having compilered a successful Capital compaling relating over 12 millions, is seeking an individual wish has a compaling relating over 12 millions, is seeking an individual wish of has a raising experience, good verbal and written communication abilis, writing ability, and a williagness to larved.

writing ability, and a willingness to traved. The successific andidate will join an enthusiastic and aggressive de-velopment sairf of thirty protessionals at the University of Ploutis and be primetry responsible for samual find abilitations, a class rappa-be primetry responsible for samual find abilitations, a class rappa-tor of the property of the property of the property of the pro-gill solicitation, liefable will report to line Assistant Dean for Develop-ment and work closely with the Dean of the College of Law.

Ms. Sara Biazda Chairperson, Search Commiltee Oator Boosters, Inc., Post Office Box 15796 Gainesville, Piotida 32604

Applications will be received until the position is filled. Review of appli-cations will begin on May 13, 1992.

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Muncie, Indiana

Energetic individual with strong votiles and oral communication slidle and organizational sleen sought to administer orientation programs for the University, including a 25 states amount or orientation programs for the University including a 25 states amount orientation programs to a 1,00 cm or orientation and the programs of the Communication of the Communication, and college term of policy and a Medical orientation of the Communication, and college term orientation or orientation or orientation of the Communication, and college term orientation, and college term orientation or orientation, and college term orientation or orientation, and college term orientation, and college term orientation orientation or orientation orientation or orientation or orientation orientation or orientation or orientation orientation

Salary range \$25,000-\$30,000. Preferred starting date, August 1, 1992. Review of applications will begin immediately and continue until the position is filled.

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Application deadlina is May 27, 1992. Pisese sand cover letter and current résumé to: Office of Human Rascarces, SYRACUSE UNIVER-BITY, Skytop Office Bidg., Sylacesa, NY 13244-5300.

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Director of the Annual Fund

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Cendidates must have eaven years of experience in fundrelsing management positions, experience with trustes and ennuel fund outmitters, be able to write clearly and communicate with a variety of people; must be must-

communicate wim e vaney or peopie; muss ne rause, or antec; possess a understanding of teamwork, marking se applied to annuel funde, initiative and e track mooil of auccessful mejor donor cultivation and solicitation. Saled at maneging staff. Hospital or related experience is a pie. BA required.

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THE GRADUATE SCHOOL OF BUSINESS OF COLUMNIA UNIVERSITY IS looking for a Director of Publications, to manage and oversee all of the cleative and business aspects of the planning, writing, and production of all of the School's publications, which include the Annual Report, the Alumni Magazine, Hermes, The Faculty R & D Magazine, and The Faculty Directory.

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Please send resume to Employment Office, Columbia University, 209 Dodge Hall, Box 0039,116th Street and Broadway, New York, NY 10027. We take affirmative action toward equal opportunity.

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Vernori Technical Colleges seeles an energetic individual to menages and atteintes a restderes housing 140 students. Responsibilities include interpretation and commissions of colleges protection-intelling of students and commissions of colleges protection-intelling of students and conditionation of residential programming efforts, disciplinary and person-seeding labora with other commission colleges. The successful condition with other commissions adults, but self-motivated and be utiling to share in the general conditionation of the residential program.

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Will consider Ph.O. lo Humanities with documented successful vocational experience. Salary commensures with superiorous, acciliers benefit package. IT It is as equal caporately employer and resultes pre-employment drug insign. Please send returns, references, send aslary mageixtons to Dians Cobb. P. O. Bon 391, Charlottes Ville, Virginia 2290.

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Pittsburgh, RA 15260 Previous applicants need not re-apply. The University of Pittsburgh is an Affirmative Action, Equal Opportunity Employer, AA/EOE.

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DIRECTOR OF DEVELOPMENT

School of Engineering

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Responsibilities: Total management of the University Union Including but not limited to supervising business functions, purchassing, budget, personnel, advising compus activities board, and space as-Appointment: 12-month, salary competitive. Send letter of application, résumé, and three letters of reference to:

Coordinator of Student Union Search Committee
Post Office Drawer DS
Massealppt State, MS 39762

Deadline for application is June 8, 1992, Position available August, 1992.

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That Director of Development, School of Engineering, reports to the Executive Director of Development and works doesn'y with the Dear of the School.
Responsibilities include its executive of implementation of two disables are according to the international to the disable are according to the international or for the int Plana, directs, and coordinates a varied neil neurositive program of retivities and services to the consistencia of the Olifer of Adama Programs; serva as an advises in Statent Adama (Besteins) area [AAA], service a bistorio for a direct solution of the Olifer of Adama Programs; serva as an advises in Statent Adama (Besteins) area [AAA], service a bistorio for a direct-shured relation, assists in all activities and programs of the office of Adama (Programs servas as concileates for adams (Programs servas as adams (Programs servas as adams adams and experience for a description and programs (Programs adams aux occusion of Engineering.

Bachelor's degree required; graduate or professional degree perferred. Poet to severy years' progressively responsible experience in furth desting, educiting major gifs and campagin appearance, preferrable, frace declaration. Salving competitive and conveniences are competitive and conveniences are competitive and conveniences are convenienced to read a sport and dependent children. Send relational and their of a times to year 500 27, 1992 to;

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GRADUATE RESIDENT DIRECTOR SAINT MICHAEL'S COLLEGE

Applications are invited for live-in position of Graduate Resident Director, Individual selected will be responsible for a residence hall staff of 4-7, and the total operation of a living area housing 200-350 students including student development, in both upperclass and Freshmen halls, programming, judiciol and administrative functions. The position requires my ability to reinte effectively with students and the entire College community. We offer salary, apartment and one half board. Opportunities for graduote study are available at Saint Michael's and the University of Vermoni. Baehelar's degree required; leadership experience in a residence hall setting highly desirable. Send resume and three letters of reference to Lou DiMasi, Director of nce Life, Suint Michael's College, Winouski Park, Colchestor, VT 05439.

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DIRECTOR INDIANA UNIVERSITY CENTER

Indiana University-Purdue University at Indianapolis IILPUII seeks a Direc-tor for the IIJ Center on Philambropy to replace conent Director Robert Payton who plant to rettle from admin istnative duties upon completion of a live-year term ending June 30, 1993.

love-year term ending lane 20, 1993.
The Genter on Hillshirthery b. A comprohensive, nondensic, seeach and The Genter on Hillshirthery b. A comprohensive, nondensic, seeach and the Control for which the U.S. should it begal Am at U.P.H. The mission of the Control for Control for the Co

Candidates should have appropriate academic credentials and experience relevant to the intellectual work of the Center and administrative credentials and experience relevant to the development of the Center.

The committee will begin reviewing materials on September 1, 1992. Nominations and applications will be accepted until the position is filled. and applications should be directed to:

Committee for Director of the IU Center on Philanthropy Useful of Law-Indianspolit 735 Weil New York Street Indianapolis, 10 46,202-5194

Indiana University is an equal opportunity employer and actively seeks appli-cations from all qualified persons, whatever their sex, race, religion, national origin, age, or kindicap.

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Resident Director/Counselor

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Minority Affaire

College of Engineering

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responsoeres mouse; overe administration of staff, development and implementation of recumment and reterition strategies, industrial relations and program avaluation. Graduate degree plus ministrum

three years' experience in student personnal of minimum two years assertence in administration provides

Experience working with African Arma Latino, and Native American

The preferred starting date is Fall 1992. Review of applications begins June 15. Forward materials to:

Chair, Search Committee to: Director of Minority Aliairs

DIRECTOR

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Senior Development Officer

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Officer will plan and assange the major gifts program at the Graduate School of Education
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Qualifications BA, gradune training preferred. A minimum of five year in fundraling to related field, experience with major glits effirms, and exposure to corporate and financias industrial experience with major glits effirms, and exposure to corporate and financias industrials and experienced and emperienced and experienced and exp

Please send a cover letter and resume to: Sylvia Cashton, Employment Representative, Paos-nel Office, Harvard University Graduate School of Education, 118 Longfeltow Ball, Appta Way, Cambridge, MA 02138. Harvard University upholds a commitment to Affirmative Action and Equal Opportunity.



Graduate School of Education

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cmar, search committee for Director of Minority Affairs College of Engineering (M/C 159) The University of Etnoic at Chicago Box 4348 Chicago, Winois 60680 The University of Private is an Affertuative Action Equal Proporturaly Employee

Date: August 1, 1992 at laber, application doubline: May 20, 1992. Salary, or above IDOC, Regulate discalation and exposition. May 20, 1992. Salary, Counseling Psychology or highly related field, and in Dacking Ingenies in Count-tries of the Country of the C

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Vancouver, Washington

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Preference will be given to individuals with two or more years datanion experience at a comparable small, selective liberal are unity, for
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Please nend a letter of applications and release the

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Ions College, founded in 1940 by the Christen Brothers, ha es R.D. position available beginning August 1, 1992.

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BULLETIN BOARD: Positions available CHI Y-VAN THE CONTROL OF THE CONTROL OF THE CONTROL



STATE UNIVERSITY COLLEGE AT BUFFALO (Buffalo State College)

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DIRECTOR OF RESIDENCE LIFE Jasarch extended)

RISPONNIBILITIES: The Director of Residence Life administern and manages all facels of on-campus housing. Re-ponsibilities include condination of programming for resident students, supervising the professoral, deriral and student students, suspensiving the professoral deriral and student staff, managing a \$6 million budget and relationing in the development of Residence Life policy/practice bases between the development of Residence Life policy/practice bases and bases of the professoral statement, Student Afairs, Academic Afairs and the President's

and Management Joseph Amelion (1994) and Managem

Dr. Hal O. Payne Clevelund Hall 513 State University College at Buffalo 1300 Elmwood Avenue Buffalo, New York 14222-1095

MEDICAL DIRECTOR (search extended) REPIONSIBILITIES: The Medical Director's major responsibility is providing direct primary care with axme supervision of other health professions. Freterence will be given to an individual with in committed to maps bently promotion and work with multicultural and diverse sub-drive profession. Freterence Fayskian increased to practice in New York State Federal time but nome flexibility is possible regarding work are facilities to fail time but nome flexibility.

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APPLICATION PROCEDURE Review of applications will begin on
APPLICATION PROCEDURE Review of applications is filled. Candidates
should absent a letter of application, a current resumd, and three letters
should absent a letter of application, a current resumd, and three letters

ob Office of the Vice President for Student Affairs Cleveland End S13 State University Colkeye at Buffalo 1300 Elmwood Avenue Buffalo, New York 14222-1995

State University College at Butlalo is an Fanal Opportunity, Afficiative Autom Employer

DIRECTOR, Port and Maritime Management Programs College of Business and Public Administration

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BERKSHIRE SCHOOL Director of Admissions

Berichite School has an opening for an able and represented preva-wing is interested in heing Director of Admisshans at I using established and distinguished college representely, when the proceedings of the college preparation, when the proceedings con-traction of the company of the college preparation of the college procedure of the

the faculty.

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Oerkshire School is on equal opportunity employer at

LAWRENCE

ASSISTANT DIRECTOR OF FINANCIAL AID

Lawrence University seeks an articulate, flexible, and enthusisatic indi-vidual to fill the position of Assistant Director of Financial Aid. People stells and attention to destil are required. Demonstrated initialities, flexi-bility, and comfort with the use of computers are highly itestinable. The Aassisant Director by part of our three-person Phanacial Aid Office. Preference will be given to individuals with two or more years of financial aid experience at nounparable annal, selective literal aist scollege. Salary and benefits competitive and commensuance with experience. Review of applications will begin May 18 and continue until the position is filled. Please and reference to

Dean of Admissions and Financial Aid Lawrence University Appleton, WI 54912

A highly selective liberal aris college of 1,200 students, Lawrence maks among the best of America's small, private liberal orto colleges, consis-bently attacts students of high quality and promise, and is located in thriving urban area of more than 170,000 people. Lawrence continues to meet the full demunstated need of every admitted student.

Lawrence University Promotes Equal Opportunity For All.
Minorities are strongly encounged to apply.

ASSOCIATE DIRECTOR

The Camilion Entriumen Network-Follow Through Project at The list-worth of Tamasare, Knartilla, is seeking an Associate Director in login work Job 1, 1909.

Required qualifications are as follows: (1) demonstrated compostures to resmutative anders measurement skill his his the field of thesetings of compost-sing string and commenciate in skills as well as word processing compost-age scriping and commenciation skills as well as word processing compost-are, and 50 arms; interest or Insegurand in cognitive cisc cusion theory, supplication anders research.

application and/or reservis.

Desired qualifications are as follows: [1) teaching experience in close it are early childhood programs for children at-risk, (il depres to pelocational psychology, chi cational administration, child development, human services, elementary or special education, (il esportance in providing relutation maintainer to classroom tetechers nador and on administrativests; (il humoridage of bealth and sacid services for children and families, and 57 experience in curriculum development and educational exercises.)

ence in curriculum coressprent and ecucaronia research. Review of applications will begin day 9, 1959, and continue until the position in filled. Applicants bloods and a correct résumbivita, insuessité of gradunts and interesprent of continue to a contraction of the contraction

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Employee and Control of Section 1, 1967 of 196

Medicine / innunnelogy / Research In-aructo/Plessearch Associate: 40 hoars per-werk, 8 a.m. to 5 p.m. Instructor teaching ceares in Hamtology in the Department of Modicine, Section of Hamtology, Re-search Associatis in the moleculer suspect of iron transport sed cellular iron musto-fina utilizate cell line system grows on esercii, Associati in the moleculer sapecti of frum musuocci sed cellular iron mantholiam utilitate cell iron système arova on control iron alla page della suprantica della sup

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University

Alfred

Director of Administrative Services University Relations Division

Planning and supervisory responsibilities for records management operations for a major division within the University. The University Relations Division is responsible for programs that support the University's strategic plan in Public Relations, Alumni-Parent Programs and University Development. We are looking for a professional with demenstrated experience, a high energy level, and a commitment to the attainment of personal and team goals. Cambidate should possess skills to meet or exceed the following characteristics or tacker

Highly organized

Supervisory/leadership experience

Ability to analyze data and prepare reports Coordinate Imvel

Supervise electronic and paper records

management system Familiarization with the workings of an

Alumni/Development database

Sining verbal and written communication skills · Demonstrated proficiency with keyboard

· Prospect research

· Support overall operations for the Division

Experience in Alumni/Development operations and A.R.M.A certification will be beneficial. Salary connetitive.

Affred University, ranked as one of the nation's best small comprehensive colleges, is located in the beautiful Finger Lakes region, 40 miles west of Corning in upstate New York.

Consideration of all candidates will begin May 1, 1992 and continue until the position is filled. Send letter of application, resume, and the names of three references to:

Dr. William F. Stepp Vice President for University Relations Alfred University Greene Hall Alfred, New York 14802

AA/ROE

bled. Hears which is liter of a spiliculator, comit plants which, and supporting materials in the control of th

Music: Keyhnard instructor for one af America's legating independent bourding schools. Full-lime, permaneal position. Leiter of application and returns to: Office of the President, Wayland Academy, 101 North University Avenoe, Beaver Dam, Witcomist 33916.

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DIRECTOR OF LIBRARY & LEARNING RESOURCES

Community College of Philadeliphia, one of the nistion's feading urban community colleges, seeks a highly qualified and experienced administrator to assume responsibility for the Library and eurobysical services. The Director will apport to the Vice President for Academic Afairs. Specific Cubies will include planning, budgating, supervision of personnal and inchlementing the author of technologieshy up to 4sis filterary and mortal solvations to be above the order of technologieshy up to 4sis filterary and mortal solvations to be above the order of technologieshy.

media services lot both on- and of-campus students OUAL IFICATIONS: MLS from an ALA serredited institution, managarial experience in an academic library and/or information systems setting, and staff and saidents. The successful candidate will have apperiance in all superior of the management of an academic library, including knowledge of automated library systems.

library systems. Community Colloge of Philadelphia is located on a modeln, downlown cempus and enrolls more than 16,000 FTE students annually in lensater and career programs. The library collection, housed in a renovated US Mint building, consists of approximately 100,000 volumes and 375 subscriptions supported by a said of 12 professionals and 8 support 100.

This is 12-month position with competitive salary and Irrige benetiks, svaliable August 1, 1992. Apply by sanding later and resum, including salary hislay and the names of 3 references by May 28, 1992 to Personnel Office (pc, COMMUNITY COLLEGE or PHILADELPHIA, 1700 Spring Garden SI, Philodalphia, 19130, Ase an alimentive action proprietly employed. CPP sagety encourages applications from women and miningly cardefolias.



ADMISSIONS COUNSELOR



Muncle, Indiana

A full-time, [2-month unity wired admiration counseder position available issuffin, [107], Secking an energetic individual with storage written and mit construation halilated inspiration all beard in primated in the time and many and a second of the storage propagation and the intervention of the storage propagation and applications of the storage propagation and the storage propagation of the storage propagation and confines until the position is filted.

Bell State University is an Equal Opportunity, Affirmative Action Employer and is strongly and actively coordified to diversity within its community.

SOUTHERN WEST VIRGINIA COMMUNITY COLLEGE

nero West Virgia in Community College is an accredited new year sints-support-ellintion selfaring stockers certificate and anacciate drapos programs with no convention securities of copies in seately 3,200. 6990CC is a multi-camput or appro-ciation of the selfaring selfaring the selfaring the selfaring the selfaring the compatitive selected and me accellent intege benefits package. Applications are ecoplest for:

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puserrou. Bavinco a applications begins May 22, 1892, and will continue until suitable condi-date no loved. A clicinstel starting dots is july 15, 1892. For application, and 304-1974-300, nat, 320. Mell opplication to Pateloin Hani, Director of Presensani, Scrit-era WV Corumusily College, P. O. Scot 2000, Logan, WV 28001. AARDE.

STAFF PSYCHOLOGIST

Counseling & Psychological Services Center



Muncie, Indiana

Venancy for a staff psychologial in the Courneling and Psychological Services Centre for a two-de-month, tedendar year appointment. Work climate to coperative and anapyorities, with respectations less involvement analyse coperative and appropries, with respectations less involvement analyse both an APA approved program and internship, eligibility requirements for formouse as a psychologial in Indiana. Ploc. With the sume accordation in preferred II ARD is employed, all requirements for the consumers as psychologial in Indiana. Ploc within the sum accordation in a preferred in the control of the cont

d three letters of recommendation to: Jack E. Ihla, Chaliperson—Search Committee Counseling and Psychological Services Centar Ball State University Muncle, Indiana 47306

Review of applications will begin immediately and continue until the posi-tion is filled. Baß State University is an Equal Opportunity, Athemative Action Employer and is atrongly and actively committed to diversity within its community.



Smithsonian Institution Libraries

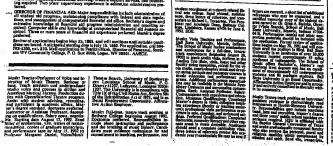
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The Smithsonian Institution is an equal opportunity employer

ASSISTANT DIRECTOR

Nevada University Affiliated Program in Developmental Disabilities University of Nevada, Reno

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UNIVERSITY

Director of Development

Schools of Speech and Music

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and till above to the American interest or accordance in the state of the property of the American indicate the property of the American indicate i

Nominations und applications, including letter and résumé, are report immediately. K. Timothy Weidman Assistant Vice President University Development Northwestern University 2020 Ridge Avonue Evanston, IL 60208-4107

DIRECTOR OF ACCOUNTING (Search Continues)

The University of Connecticut seeks a Director of Accounting Responsibilities include preparation of monthly, annual and specification and recording of financial streements; coordination and recording of financial day general supervision of the Accounting Department.

A Bachefor's degree in Accounting or Master's degree in Business Administration is required. At least 3 years' experience managing computerized accounting systems, preferably FRS is dasked. Ce-lified Public Accountion

Compellitive salary and bemolits. Sand letter of application, resent and names of three G1 professional relevences to Bonnel fictions. Controlled, The University of Connecticut, 34 Anaestick Road, Swn. CT 00.369-2074. Screening will begin immediately and will content until the position is Billad. AVIED. Scarch 28731



Associate Director of Admissions & Records San Diego State University Records and Registration

Responsibilities: Under general supervision of the Director of Administra and Rendshik Associate Director in responsible for the areas of regulation, academs resolutions, public information, and record systems produced reduced by the state of the state will work cloudy with University sharmments in the fitters worker to indeed address of the control of the contr

expenses and qualifications of the application. An attractive brontist present Application procedure Screening of applications with beginner, 1923 and electric use will the positions in the control of applications who did such a theory at a left professional principles. All the processing and the control of the control of the provincent Services, San Diego State University, San Diego, CA 921624914.

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RULLETIN BOARD: Positions available

DIRECTOR OF **AFFIRMATIVE ACTION PROGRAMS**

AFFIRMATIVE ACTION PROGRAMS

The Universal and the Program of the Management of the Management of the Program o

DBU IS AN AA/EEO EMPLOYER COMMITTEO TO MULTICULTURAL DIVERSITY.

Director of Financial Aid Illinois College

Binois College Invites applications and nominations for the position of Director of Trinancia Aid. Hitnois College is a private, Phi Bets Nap-a, Boral arts college located in Jacksonville, Illinois, with an enrollment of 923 students.

inter of 935 studerins.

The Division of 935 studerins was a consistency of the studerins of 935 studerins. The Division of Francisco Acid to especialistic for organizing, menugling controlled to the student of the s

Abactetor's degree is required. Knowledge of computerized financial aid packaging with 3 years of psevious financial aid experience is a

serup plus. Schuy will be depundent upon qualifications and experience. Scening of applicants will begin they 15, 1992, ond will conlinue until the position is filted. Applicants about d submit in letter of interest. Itsumé and three current letters of reference to:

Oale Vaugin
Director of Eurolimani Managemeni
Illinois College
1101 W. College Ave.
Jacksonville, IL 62650

ASSISTANT DIRECTOR OF THE ANNUAL FUND

St. Bonaventure University

the Austinate Director of the Annual Fund is suppossible for coordinate specific Annual Fund diorist which include: class agents. Reunford for the Annual Fund diorist which include: class agents. Reunford for the Annual Fund of the Annual Fund when appropriate.

The recognition and the factor in the word appropriate consistence in higher education, fund-raising or a mixed field is pre-fered. Excellent interpressonal, organizational and erail and written committees skills are required.

Send letter of application that uddmsses job requimments and maponss bitter, resume and names of professional references to:

Affirmative Action Office
St. Bonaventure University
Box CC
St. Bonaventure, NY 14778

Deadline for applications is Monday, June 8, 1992. St. Bonaventure University is an Equal Opportunity Employer, women and minorities are ancouraged to apply.

WAKE FOREST UNIVERSITY

MBA

MANAGEMENT LIBRARIAN

The Woke Forcet University Wornell Professional Center Library is recording for all university of the Control of the Control of the approach. The Wornell Professional Center Library serves the White operated Theorem 19th K Programs and the Schild of Line. The Managa-french Control of the Control of the Control of the Control of the Schild and the Direction of the Wornell Library. The position is at the meal seven at the assistant libraries in a Tricharical services and Public country, inference service, and providing tabilings apids in Intimation and correct systems services.

Minimum qualifications: M.L.S. or equivalent degree with an under-graduate degree in business, an M.H.A. is preferred. Three years ex-perience with linstness reference.

Solary: Commensumto with qualifications and experience Application desditor: June 30, 1992. Position available: July 1, 1992.

Résunté should bo sent to Thomas M. Steele, Director of the Worrell Profoscional Ceuter Library, P.O. linx 72/16, Wake Forest University, Winsten-Sciem, MC 27(16)

Wake Formst University is no Affirmative Action, Equal Employment Opportunity Employer



AMHERST COLLEGE

Assistant to the Dean of the Faculty

Applications and nominations are invited for the position of Assistant to the Dean of the Faculty of Amheric Collage, Founded in 1821 and located in the Ploneer Valley of western Massachusetts, Amherit is a highly selective, coed-ucational liberal arts college of 1,570 students.

ucational liberal an college of 1,70° tudefent.

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grams.

Candidates should have a post-baccelaureate degree and experience in higher education administration, preterably in a small college environment. Applicants should also have excellent organizational skills, atoma granlytical
and quantitative skills, and experience with word processing and the use of
spreadcheets and data bases. Exactlent ability to write it ossentia.

To apply, mall letter of application and summarization processing the summarization of the summarization and summarizati

Authors Cullege is an Equal Opportunity, Affirmative Action Employer



ACADEMIC COORDINATOR

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Dr. Mary Ellen Bathik Wilmington College Pyle Center Box 1285 Wilmington, Ohio 45177

Wilmington College is an Equal Opportunity Employer



workshops, and institutes of rtance to scholers and college

every week in The Chronicle.

BETH ISRAEL BOSTON

Director, Capital Campaign

Both Israel Hospital seeks s Director of the Capital Campaign to implement the plans for our upcoming major capital drive. The Director is responsible for managing the Internet operations of the Campaign Including the budger, recruitment and supervision of the Campaign staff and recrument and supervision of the Campaign stan and stewardship of gits. The Director works closely with the Irustess, volunteers, Vice President of Development, President and the Campaign Counsel to execute the plans for the campaign. He/she will also solicit a key group of

Candidates must have seven years' successful capital campaign experience in a management position, leadership qualities and extensive experience with fuelces and leadership level volunteers, able to write clearly end communicate with a variety of people; must be resulta-onented; possess initiative and energy, track record of successful major donor cultivation end solicitation. Skilled at managing staff. BA

nequires. Beth Issael Hospital, a 504-bed mejor Horvard Teaching Hospital, offers triply competitive selectes and a Fisciliar Hospital, offers triply competitive selectes and a Fisciliar Ages at the town each than hosed. We sto provide 34 days of paid time-off per year, fullion reimbussement, an on-electing between the program and illinease central, and an election days control, reference to Mary K. Eliot, Fisciliary & Chick, John & Chembridge, Shalling & Noti, Inc., 17 Les Sirect, Suble 6, Cembridge,



Beth Israel Hospital Boston 330 Brookline Avenue . Boston, MA 02215 An Equal Opportunity Employer M/F

ASSOCIATE DIRECTOR OF RESIDENTIAL LIVING **DREXEL UNIVERSITY**

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Philadelphia, Pennsylvania **Division of Student Life**

Search Extended

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plate. APPLICATION PROCEDURE: Applications must be partitioned by May 18, 1992. Send completed applications including manes, additional and deplotone numbers of 3th lones appended to Darris C. Dalle. December 21, 1997. The proposal process of 3th lones appended to Darris C. Dalle. December 3th lones are send of the process of 3th lones proposal process and applications from quantities minorifies, secessars, women and individuals with interfacility.



Smithsonian Institution Libraries

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LEADERSHIP OPPORTUNITIES in Central California

MANAGEMENT POSITIONS:

■ Director of College Activities - Fresno City College

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COMPENSATION: Salary is \$54,600 to \$68,880 based on amoust of experience: plus \$1,044 for an earned doctorate.

plus \$1,044 for an exmed decionar.

Associate Dean of Instruction / Technical-Industrial Division - Fresmo City College MINIMUM STANDARDS: Includes a muster's degree in any occup-

DUTIES & RESPONSIBILITIES: Recommends to the deas of instruction DO I 1/2 or CHEST CYCHICAL I I A ELD: RECOmment to the oras of instructions shoulds of feeding Sudgments, class and from a signments; randitors the entollare classes and makes adjustment on appropriate according to reglaration reads and fiscal demands, serves to a Histori capacity between the faculty of the division and the

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THE DIVISION: Over 33 programs, 40 full-time instructors and 80 pen-time usaff
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devicted touses both Petics and Pine Aerobenicks and a large, off-use, son-confil,
and a confirmation of the control of the contro open entry Vocational Training Center.

COMPENSATION: Salary is \$58,032 to \$73,164 based on amount of experience; plus

Starting Date: 7/1/92 Filing Deadline: 6/1/92

you can become a member of the team, contact the Personnel Office at 1525 E. Weldon, Fresno, CA 93704, or call them at (209) 226-0720.

ASSISTANT DEAN, HEALTH SCIENCES/NURSING

inissy responsibility to coordinate/supervise oil programs related to luturale, Maistre's degree in Nussing, eligida for license as RN in CA, turbang, this responsibility of the state of the Rose required. Salary 567, 100-1,1855yr in 5 sleps; II next position. District wiff begin screening appli-tions after 97657. Even the state of the s

Personnel, Mt. San Antonio College 1160 N. Grand Ave., Walnut, CA 91789 (25 ml E of LA) 714-594-5611, X4225 AA/EEO Employer

STATE

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COLLEGE DISTRICT

Nursing: Faculty. Adult: Health position. Position naticipated for Fail, 7937, subject to funding approval. Opnomic forms or corted and fully accorded independent program in Southern place England section qualified individual for Unit-Imm proposition. Especties in justic beside and MSN stra-gated, Teachina Repredents histly impl-able. Cambidates with Fig. 0, and expertise strategies are not called a societary sizes successful and the strategies of the successful and successful

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.................. THE BROOKLYN COLLEGE STUDENT CENTER

Assistant Director for Program Services

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College Administrators

GRAYS HARBOR

COLLEGE

In the April 29 Issue of The Chronicle, the advertisement for Chronicle, the advertisement for Metropolitan State College of Denves (Dean, School of Letters, Arts and Sciences), page 830 tan with an incorrect logo. The job description and response in-formation appeared correctly. The advertisement appears in to-day's tissue with the correct logo.

CORRECTION

PLANNED GIVING OFFICER

Union Theological Seminary in Virginia

Union Theological Seminary in Virginia is seeking a Rumed Chinj Olicy for an established Planned Caving program. The Planned Chinj Olicy responsible for all aspects of the Identification, cultivation assistation of planned gifts for the seminary. This officer will deministe the Rume Ching program, report to the Director of Development and sets ins-curing planned gifts for the seminary's capital campaign.

A Market planned giving techniques for Lislon Theological Sent-nary through direct mail and personal contacts.

8 Prepare and distribute planned giving Restature Indelies to-churers and other Information on Charlishie manufact main, and annualise, pooled income lande, gills of real estate, gill of lang-ble property, gills of securities, and bequests.

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Send résumés by May 22, 1992, to:

Director of Development Union Theological Seminary in Virginia 3401 Brook Road, Richmond, Virginia 23227

EXECUTIVE OFFICER Dean of Students

Death of STUDENTS

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Admissions Counselor & **Assistant Dean of Admissions**

emona College announces two positions in the Office of Admissions penna College announces two positions at the College announces two positions at the College steel an admissions contactor and an assistant dean who all continues fully to the operations of the office and wing will have induced enough bein responsibilities retrustment raved and planning in specified geographic areas, inderviewing prospective students, survivor informat and transfer condidients, and development of regional administrations and the companies of the control of the contr

assistants relunteers.

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The eight members of the professional staff work with great autonomy and responsibility to manage programs and report directly to the dean or whitelens.

esce.
Tennas College is a highly selective, coordinational, independent, libecal attend sciences codege enrolling 1,375 students. As the founding momber of The Cheronact Colleges, Promon is part of a community of five undergulated colleges and a graduate school with a committed student encollect of approximately 4,500 inducents. Located 35 niles east of Los Angeles, Cheronal is a subsuban community with a population of approximately 4,500 inducents. Located 35 niles east of Los Angeles, Cheronal is a subsuban community with a population of approximately 4,500 inducents.

A letter of interest and résumé should be submitted by May 13, 1992 to:

Bruce J. Poch
Dean of Admissions
Pomone College
333 N. College Way
Claremont, CA 91711-6312

COLUMBIA UNIVERSITY SCHOOL OF SOCIAL WORK

ASSOCIATE

DEAN

The Associate Dean is responsible to the Dean for

overseoing the overall educational activities of the School. The Associate Dean also assumes a major

Station Associate Doen also assumes a major lessdarship role in such areas as educational development, educational operations, research and taining, faculty stoffing end development, and student programs and affairs.

Qualifications include a Master's degree in social work Calumentonia include a Master's degree in social work and a doctoral degree in social work or a closely related their. A minimum of 6 years of social work education is required, with schievoment of academic rank of Pudissor or Associate Professor with tenure and described portifications to social work demone of leadership contributions to social work of the contribution of the contri

Nominations and applications should be forwarded to:

Ronald A. Faldman, Dasn

COLUMBIA UNIVERSITY

SCHOOL OF SOCIAL WORK

622 West 113 Street, New York, NY 10025-7982 Although nominations and applications will be accepted until the position is filled, those submitted by July 1, 1992 are best assured of receiving full consideration.

Columbia University is an Affirmative Action/David Opportunity Dupleyer

Studies Special wave, Seval latter of a contract of the seval state of

Physical Education: Tenure track to teach undergraduste anatomy and physicalogy in physical education. Additional duties any product, asserties physically, addited. Bit

CAL POLY POMONA

Associate Dean - Environmental Design

ASSOCIATE DEGIT - EINVIORITIESTA DEGITS

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DEAN OF STUDENT PERSONNEL SERVICES

Dates include convincion of administrar, hasned all housing, intercollegies shieter, unitered conduct, and matter activities processes. Housing the processes of the processes o

Mrs. Martene Fleischecker Director of Personnel Otero Junior College La Junta, CO 81050

Otero Junior College is an Atlirmative Action, Equal Opportunity Employer.



An update from Washington on what's happening in Congress and in the federal agencies that's tikely to affect colleges and the people who work in Academe -

every week in The Chronicle.

DREVIEWS OF

The San Diego Community College District will be announcing searches for three key administrative positions:

PRESIDENT

Mesa College

The President serves as the chief executive officer for Mase College. With a diverse student population of 27,000, Mese College is emong the five largest community colleges in the netion.

EXECUTIVE DEAN, INSTRUCTION & DEAN OF VOCATIONAL EDUCATION

City College

The Executive Dean, Instruction is the institution's senior ecademic officer and provides ieedership and direction for ell instructional programs. The Dean of Vocetionel Education: School of Engineering end Applied Arts provides institutional leadership in the development and administration for all Carl Perkins projects and funds.

The District is now accepting "Letters of Interest" for ell three positions. Formel epplication meteriels will be returned upon official ennouncement of the positions. Please send Letters of Interest to:



Personnel Employment Office Sen Diego Community College Dietrict 3375 Cemino del Rio South, Suite 330, Sen Diego, CA 92108-3883 (819) 584-6580 or 1-800-648-4023 outside Celifornie

An Equal Occurrently, Affirmative Action Employer

Clark Atlanta University Dean

School of Arts and Sciences Clark Altania University to a comprehensive residential institution with approximately 4,000 etudents pursuing degrees to more because through the doctorate. The University, formed by the consolidation of Clark College and Altania University, formed the history of providing educational opportunities to etudents of diverse that the control of clarks of the control of control of control of the c

eacogrounds.

The Dans will report to the Proyeet/Vice President for Academic Atlairs and will be the child academic, administrative, tudget and operations officer of the School. The responsibilities of the Seen include the evaluations of academic and administrative staff, the allocation of lournar resources and the short and long range planting of resources to achieve excellence in the academic and exemption programs of the school.

grams or the scorou. Successful applicants are required to possess an earned doctorate degrae in an appropriete existentic discipline, to have held positions of laudership and demonstrated in high estandards of performance, to have faculty teaching experience at the University level, to possess a record of publications and achiotrarity, and to have demonstrated strong and imaginative teaching supporting affective faculty and admitistative stellar instanctions.

Latiars of application and nominations, complete with the names of tree (algrences and a curriculum vites, should be sent to:

Dt. Malvin R. Webb, Chair, Arts and Salaspae Search Committee Clark Atleats University 208 Clamant Hall 223 James P. Brawley Drive at Pair Street, SW Atlants, CA 30314-4391 Selary and banafile are compatitive. Search will remain open until location is filled.

Clark Atlania University is an Allimativa Acilon, Equal Opportunity Employer.

Georgin 30149-5029. Cineles datu is Friday, May 29, 1992. FOE.

Physical Education/Athleticu Sen display edvertisement punjer Athletineand Physical

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SCHOOL OF LETTERS, ARTS AND SCIENCES

Micropolitan State Crillege of Denver (MSCD) is accepting applications and nominations for the position of Deuts of the School of Letters, Arts and Sciences. nontribines for the position of Divir of the School of Lebens, Arks and Scheece-turerboin 19,5, MCD is the largest buryeab bacatuses public finitiation— in the United Statis. The College places a high value on teaching, Learning, and personal intersolvine will studies, and of creaminated to determine all the state of public will MSCD are equally creminated to service to the College and the automating community. The Challege to caparing of time their School's indenses Letters, March College shares the 171-case camps of the Austral Higher Education Cream with two intelligence and the College and the community of the with two intelligence and the College and the College and the with two intelligence and the College and the College and the college of the College shares the 171-case camps of the Austral Higher Education Cream with two intelligence and the College and the College and the College of the College and the College and the College and the College and the other contents and the College and the College

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extractional and economic development of the region: Qualifications I be successful candidate will be a strong leader, with excellent interposonal skills, and demonstrated success in seam building and academic planning. Accomplishments must calculate II sudiceles between of commentations of the planning. Accomplishments must calculate II sudiceles between of commentations of the commentation of the commentation of the commentation of the commentation of the encountry of the commentation of the commentation of the commentation of the building compensation of the commentation of the commentation of the superior developmentation of the commentation of the commentation of the white characteristics are commentated skill and descriptors in weaking with cultimating developmentations and in according and excelling students and locally.

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Rank and salary for this position will be based on credentials and experience. Appointment includes a generous fringe benefit package. Appointment he pocted August 1, 1992, or as soon threather as possible. NOTE Screening of applications will be screening of the process of the pro

Application Procedure: Send a letter of application relating the applican's qualifications to duties and requirements of the position, a current Cuniculum Vitaa, and the names, addresses and telephone numbers of alless five refer-

Dr. Jodl Weiszel
Professor of History and Director
Institute for Women's Studies and Services
Metropolitan State College of Denver
Campus Bo. 36
P. O. Box. 173562
Danver, Colorade B8117-3362

METROPOLITAN STATE COLLEGE OF DENVER IS AN EQUAL OPPORTUNITY EMPLOYER. APPLICATIONS FROM MINORITIES AND WOMEN ARE PARTICULARLY INVITED

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Semilical Sciences Andrews Professor of the Committee of



DEAN OF THE COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES

The Ohlo State University invites applications and nominations for the position of Dean of the College of Social and Behavioral Sciences. The Dean is the Chief Exactive Officer of the College and reports to the Provost of the University. The College is one of five colleges that comparises this university's Arts and Science.

Arts and Science.

The College contains the departments of Anthropology, Communication, Economic, Ceography, Pollical Science, Psychology, Sociology, the Division of Speech and Hessing Science, and Ser Millow, the Division of Speech, and Ser Millow, the Division of Speech, and Ser Millow, the Dean are the Center for Human Resource Research and the WOSU radio and television saltons.

and television stations.

Qualification, so the position include a distinguished scholarly record and demonstrated leadership and administrative abilities. Candidates must qualify for a tenured appointment at the rank of Professor in one of the units of the College. The University has an aggressive affirmative action program and seek an individual with a strong commitmant to this concept.

sees an murround win a strong commission to mis concept. To a sture full crusikeation, applications and nominations should be re-ceived by June 30, 1992. Applicants should send a letter, a curriculum vilea, and the names and addresses of all east lines references. Tha Search Cum-mittee will begin screening dossters on that date and will continue to review applications until the Dean is selected. Salary is commensurate with back-Applications and nominations should be addressed to:

Dr. Catola A. Anderson, Chair College of Surlal and Behavloral Sciences Dean Search Committee 203 Bitcker Hall 190 North Oval Mell Columbus, OH 43210

The Oltio State University is an Equal Opportunity, Alfirmative Action Employer. Qualified women, minorities, Vietnam-era Veterans, disabled vetar-ans and the disabled are encouraged to apply.



UNIVERSITY OF WISCONSIN-MILWAUKEE SCHOOL OF NURSING

Position ovalidable I September 1992. The School, in anothers university, has strong sendency programs as the Bucchautrase, bitamer's and Doctoral heart flower than 19, doctorally prepared leaving and foll instructional flavorations are considered to the sendence of the

Due to the contribution of the each of the academic year, its closing sizes for letter of application and controls my vise or nominators has been delayed to letter of application and controls my vise or nominators has been delayed to the close of business I July 1992. The University of Wisconia System is required to release, within two days of a request size the disallation from creeping of an account of the disallation of applications without differentiation, a corobined has of all nominees and specifications.

Send ro: Professor Richard Diteman, Chair, Saarch and Screening Commit-tee—Nursing, 136 Physics Building), University of Wisconsin-Milwaukee, P.O. Box 413, Milwaukee, WI 53300

An Affirmative Action, Equal Opportunity Employer Women and Minorities are especially invited to apply.

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Lists of the latest books of interest to Academescholarly books and books sboat higher education -

every week in The Chronicle.



DEAN OF ADMINISTRATION

Schenectady County Community College

Applications and nontinations are invited for the position of Desc.
Administration at Schenecisdy County Community College. Administration al Schenectudy Continuity Community College, SCCC is a public, comprehensive community college located instete-tual Region of New York, offering 36 degree and certificate progress for the public of the Computer of the decompanies of the Computer of the of New York System. To component of the decompanies of Allo with annualized FIE of 2,200. The annual operating budget is approached \$10.9 million.

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the Donn of Alministration viii, likelably, sensure this position on
about September 1, 1997. The starting salary is \$25,005.55500, wh

conclient litting be-restlis.

Applicants should send a letter of application and a resont by Just 1992 to:

Ms. Carolyn Taylor Coordinator of Personnel Services Schenectady County Community College 78 Washington Avenue Schenectady, New York 12305

Womeo and minorities and persons with disabilities are encouraged to upp EOE/AA

DEAN OF THE SCHOOL OF ARTS AND SCIENCES

Saint Bonaventure University

Position: Applications are invited for the position of Dean of the Sheld Arts and Sciences to be available Saptember 1, 1992.

Arts and Sciences in be avaidable September 1, 1992.

Descriptions Sent Brownerhor University to a little of the orderly be investigated to the control of t expercas to sussell and enhance an environment or accounts when colorial Qualificationer An exemel discionate or terminal degree with ordered suitable for tenure in o department in the school and a distinguished resident teaching and scholarship ore essential requirements. Prior administration costs is desirable.

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Application: Latiens of noninesion are unicome. Full application statisticular a laties of application, a current resums, and name, stress statisticular a laties of application, a current resums, and name, stress statisticular and statisticular applications. Screening of graduations of latight produces of lating the process of the

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DEAN SCHOOL OF **BUSINESS ADMINISTRATION Portland State University**

Portland State University

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and effectiveness of the School's teaching, research, and service man qualification service and qualify for appointment as a tenured professor in the School's

a Candidates with a business background must have n strong record of leadership and achievement, and a demonstrated commitment to and an undaratending of higher education; Demonstrated ability to lead, offer vision, and successfully manage professionals in academic, corpotate, or governmen-

se organizations;
Demonstrated success in securing external support and/or
Tund risking with a commitment to broadaning support from
the matropolitan Portland business community; Possess personal qualities that will facilitate collaborative relationships within the University and the School, and immong haless leaders and alumni.

SALARY Competitive

SIAIA Competitive

EIGHNRIG DATE (passay, 1993 (nagositabla)

APULCHIONS AND NOMINATIONS: Review of applications begins june

1 1992 and will continue until the position in Bifect. Candidatas should

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Phone: [S03] 725-4444, FAX: [503] 725-S800

Ind State University is an equal opportunity, affirmative action

byte. Minorities, worone, and membars of other protected groups

DEAN Social Science and Allied Health

Reposable for the areas of criminal justice, education, early childhood education, seegraphy, bisiory, philosophy, political extenses, psychology, suddiegy, medical assisting, medical reaccing is echology, nursing first Japan, psychology, nursing with Japan, occupational therapy assistent, physical discipling assistant and respiratory care.

Qualifications include: Doctoral dagree in appropriate field preferred Callege inching and administrative experience at the department level aquired. Community Callege experience in a collective bargetning set this product.

Starting setery is dependent upon qualifications but starting range is \$45,000 to \$45,000.

Likigh Crunty Community College, located on an attractive suburban campus, is near Allestown, PA and has an onrollmant approaching 4,000 credit studeots.

Send letter of epplication and résumé by June 16, 1292 to:

Lehish County Community College Director of Human Resources 2378 Mein Street Schnecksville, PA 18078 ECIE/A A

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DEAN

SAM M. WALTON LEADERSHIP CHAIR

College of Business Administration

UNIVERSITY OF ARKANSAS

Applications and nanimations are invited for the position of Dean, College of Business Administration. This and individual also will be the first holder at the Sam M. Walton Leadership Chair in Business.

Respansibilities: The Dean provides gendent, intellectual, and administrative leadership to the College and reports directly to the Vice Chancellor for Academic Affairs. The Dean is responsible for injurious approaching the quality and effectiveness of the College's instructional, research, outreach, and development programs. The haste budget for the college is more than \$8 million with a permanent endowment of \$12 million.

Quiffications: Candidates should have either (1) an earned doctorate in husiness administration or economies and qualify for appointment as a tenured professor in the college or (2) a husiness background with an outstanding record of leadership and achievement and a demonstrated commitment to and an understanding of higher education.

Candidates will be evaluated using the following guidelines:

Ability to lead and successfully manage professionals in our neademic setting;
 Commitment to excellence in teaching, research and service, with maintenance of an appropriate balance.

Commitment a exercise in season, research and a support and/or supporting final-mising activities;
Success in securing external support and/or supporting final-mising activities;
Ouderstanding of, and experience with, the AACSB accreditation process;
Personal qualities that will inclinate warking relationships with the University, its alumni, and muning hustaness loaders;
Commitment to Affirmative Action, Equal Opportunity, and cultural diversity.

University Environment: The University consists of the Colleges of Agriculture and Hoine Economics, Arts and Sciences, Business Adalmistation, Education, and Engineering, as well as the School of Architecture, Cradunte School, and Law School. There are 800 faculty members and enrollment is approximately 14,000 students, including about 2,000 gratuate students, Including about 2,000 gratuate students.

students, including about 2,000 genduate students. The College of Business Administration consists of approximately 89 full-time faculty serving approximately 2,800 undergraduate students and more than 200 genduate students. The College is organized into its readers is departments—Accounting. Computer Laboramion Systems and Quantitative Analysis. Economics, Finance, Managearent, and Marketing, Baccalaurente and Doctorate of Philosophy degrees are offered in each of the departments, while matter's degrees are offered in Accountincy, Basiness Administration, and Economics addition, the College supports the Beste Moore Center for Economic Mountains and Economics Economics, Fanales and Control of the College of the Colle

Salory: The individual selected as Dean also becomes the first holder of the San M. Walton Leadership Chair in Business. The San M. Walton Leadership Chair has a substantial endowment that will allow a total compensation nackage line it svery competitive with docton-legranting AACSB Colleges of Business Administration. In addition, the Chair eadowment will provide support of college-wide activities of interest to the

General Information: The University of Arkansas is in Fayetteville, a community of 45,000 located 115 miles east of Tulsa, Oklohoma (a metropoliton area of over one-half million people). Fayetteville, with clean air oad pure water, provides a high quolity of life and one of the low of the University in the country. Located in rolling, wooded country in Northwest Arkansa country, Novertholess, the dynamic time area contains over the Ozark Mountains and Beaver Lake, Fayetteville enjoys some of the best sent accountry, Novertholess, the dynamic time area contains are country, Novertholess, the dynamic time area contains of the Community of the Com

governmennt and concatonal sectors.

Applications and Nominotions: The Search Committee will begin screening applications in aild-Moy, 1992.
Applications and aominations will be excepted until the position is filled. The porson chosen should be able to begin by July 1, 1983, though an earlier date is preferred. Complete applications must include a résume of catocation and experience (and the names, addresses, and telephone numbers of three references). Nominations and applications should be seat to:

Dr., Neil M. Schmitt, Chair Search Committee for Dean of Business Administration Collega of Engineering, BELL 4183 University of Arkanasa Fayetteville, AR 72701 Women and minorities are encouraged to apply.

The University of Arkanaas is an Equal Opportunity,
Affirmative Action Institution.

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THE UNIVERSITY OF TEXAS AT BROWNSVILLE

Dean, College of Science and Mathematics

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Dean, School of Business and Industry

Dean, School of Business and Industry.

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Attirmative Action, Equal Opportunity Employe UTB is a "Smoke-free institution".
Smoking is not permitted in any facility of the University

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DEAN Institute of Technology University of Minnesota, Twin Cities

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Send oc.
Professor H. Fed Davia, Chair, Search Committee
Dean of the Institute of Technology
University of Mannetota, 151 Amandatos [18]
421 Washington Avonte Sombran, Minnetpola, MN 85 155
Fee 112-035-7246

The University of Manuscois is constitud to the policy that all passing thall have sweet to it passeums, facilitis, and employment without to good to neet, color, oreal, thigies, natural origin sex, ope, marked town, disability, point arthumer attact, vertexas totale, or racard originates.

GENESEE **COMMUNITY COLLEGE**

Genesee is a 3000-FTE comprehensive community college in rural Western New York seeking an

ASSOCIATE DEAN OF INSTRUCTION for HUMAN COMMUNICATIONS AND BEHAVIOR

INDAN COMMUNICATIONS AND BELIAVIOR
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WEST VIRGINIA UNIVERSITY Dean

College of Creative Arts

WEST VIRGINIA UNIVERSITY Is a band-grant research institution was is colleges/thorated in 1867, it is a doctoral degree granting industroneurs programs. A constitution of the constitution of the colleges of the colleges MORCANTOWN, a dever use community of approximately (50% as easy access to Pittsburgh and Wastington, D.C., and approximate entervational opportunities.

The Chronicle of Higher Education • May 6, 1899

recreational opportunities.

THE COLLEGE OF CREATIVE ARTS includes the Divisions of Art. Music, and
Theatie, and is housed in a multi-million dollar Creative Arts Center. RESPONSIBILITIES: The steam is the chief academic and administrative that of the college, manages the Creative Arts Center, and reports discay to be university Provost. OUALIFICATIONS: W//LI seeks a strong leader with:

DAUDIFICATIONS: WVJ seeks a sorong leader with:

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a demonstrated commitment to equal opportunity definition, and arms agree

a appropriate administrative experience demonstrating understands of

siscal responsibility, businger management, and statele planning.

a appreciation of the tote of laculty governance;

a terminal degree or other professional experience which quifficant
dates for the rank of professor with tenure in one of the divisional decollege.

SALARY: Commensurate with expetience and qualifications of individual se-lected.

lected.
STARTING DATE: January 1, 1993 or earlier it possible.
APPLICATIONS & NOMEWORTONS, Priority will be given to applications.
Crieved by June 1, 1992. Applications will be accepted until the position.
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Rachel B. Tompkins, Chair Dean of Creativa Aria Saarch Comm WVU Eutension Servica P. O. Box 6031 P. O. Box 6031 Morgantown, WV 26506-603t PH: (304) 293-5691

West Virginia Linkersity is an equal appearantly, affirmative action explor

DEAN OF ADMISSIONS AND FINANCIAL AID

Oregon School of Arts and Crafts

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The Dean of Admissions reports to the Chief Academic Offices Ihi is minagement position for a candidate who works well collegily at three to the years in admissions; related words, with in a development of the control of th

Screening and interviews will begin as applications are received for ele-ect consideration, conditates amount have other materials in by Jan L. 1994. Send a tester of application, resumes and the materials in by Jan L. 1994. Send a tester of application, resumes are called electron decommen-1994. Send a tester of application, resumes are letter of terramin-1994. Send a tester of application of a tester of terramines and color and tester of the send of the send of the send of the send of the 1994. Send a tester of the send of the send of the send of the 1994 and 1994 and 1994 are possible. Salary commensuate with application.

The University of Texas at Brownsville

Executive Director of Institutional Advancement

Tectuare services and a Brownsylle seeks an energetic, progressive profusional for the position of Executive Director's Institutional Advances. The Executive Director's responsible to the President in all oppositions electric to a supervision in the Company of the Company of the Company of the Company of the President Section of the University and its programs the Executive Directors and authority Advancement's Masserth Advancement's Masserth Advancement's Masserth Agreed Conf. Agreed Company of the Company of

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A Sabelos requisived in advanced degree preferred. Candidates Abacteria de consideration and a service of the control of the cont

rience. Applications Completed applications should contain a letter of applica-tion, feature or vita, transcripts, and three letters of recommendations. Condidates invited to interview may be required to submit additional information. Applications will be reviewed beginning June 1, 1992, and contains until the positions are filled. Applications should be sent to:

Alexa Pfisier, Acting Director of Human Resources The University of Texas at Brownsvilla 80 fort Brown Brownsville, Texas 78520 the Action, Equal Opportunity Employe LITE is a "Smoke-free Institution." Smoking is not permisted in any facility of the University

Vice President Training & Continuing Education lake Washington Technical College

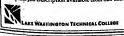
Lake Washington Technical College is a dynamic, fully-scrediled college that has recently joined the state's community and learning college system. Completion of a major capital project will increase facility space by 30%. This modern facility is located in 57 acres, 12 miles NTC of a contract of the state of the tailing plays a key robe in local economic development. The Vice Presidence of Textures & Continuing Education

The Vice President of Training & Continuing Education will market industry training and continuing education in collaboration with other college staff; direct

customzed industry training; supervise specialist staff; plan, research, do trend analysis of industry training seeds facilitate small group planning with customers; work with close-knit college administrative team.

Qualifications: Excellent networking, communication Vealiscittons Excellent networking, communication, and bisening skills; superior management skills; product marketing, mamufacturing know-how, budget development, witting of bids, grants, project proposals, project management. Need 4-6 years leadership experience in business, marketing, higher education, continuing education, are combination. M.A. preferred. Compensation: \$55,000-69,000 DOQ + excellent benefits.

Submit detailed cover letter, resume, 3 reference letters by May 28 to: HR Office, Lake Washington Technical College, 11605 132nd Ave NB, Kirkland, WA 98034. Complete Job Description available (206) 828-2307.







DEAN OF THE FACULTY

Collay-Sawyer College invites applications and unminarium for the position of Deau of the Faculty, who will serve as the volleps's Chief Academic Differ. The college is seeking a Deau who itensonstrates a love for teaching and values involvement with faculty, shall, students and campus like.

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Colhy-Sawyes offers a competitive pay and benefits package. We will begin screening applications innaediately and will continue to a sept packages until a unliable condition in found Please submit applications, nonlinellons, or requests for further information in confidence to.

filence to.

Collsy-Sawyor College

c/o Educational Monegement Network

8 Williams Lane

Post Office 8ox 792

Numbricket Island, Mossachusetts 02554

Colley-Sawyer Callege is an Equal Opportunity Employer, as is Educational Management Network

SOUTHERN UNIVERSITY-BATON ROUGE

myices applications and nominations for the position of

Vice Chancellor for Student Affairs

Southern University-Baton Rouge is a state-supported land grant unstitution located in the Capitol City of Baton Rouge and is the largest of three (3) camputes comprising the Southern University Systems. The Campus is headed by a Chancellor and lass an enrollment of approximately 10,000

Students Affairs reports directly in the Chancellor for Student Affairs reports directly in the Chancellor and in responsible for the following areas: Carrer Planning and Placement, Cooperative Education, Homeiral Add, Poed Scrieter, Hothich Serviers, Homeiral Angle, International Student Affairs, Instantoned Sports, Realmont Life, Student Armertes, Sandent Deretpionent, Sandent Life of Student Change (Es of Student Change).

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nominations is Mey 8, 1992. Interested applicant abould send e letter of application and streenient of administrative philosophy on student affairs, résumé sud names and addresses of ai lessi siture (3) references ro:

Au lassi sirce (3) inferences no:

Dr. Husy Pacry, Chateman
Dr. Husy Pacry, Chateman
Snarch Committees for Vita Chancellor for Student Affaire
Pour Offee Box 966
Sauthero University
Beton Ronge, Loutsians 70813

Southern University is an Equal Opportunity, Affirmativa Action Employee

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VICE PRESIDENT FOR RESEARCH AND DEAN OF GRADUATE SCHOOL

AND DEAN OF GRADUATE SCHOOL.

Applications and nominations are invited for the dual position of Vice President for Research and Dean of the Caudiat's School of Vice President for Research and Dean of the Caudiat's School of Vice President for Research and Dean of the Caudiat's School of Vice President for Research and Cesting an insiliation and a member of the Association of American Onlyversities. University research programs are after Research programs are sufficient of the University. Research companies the Research programs are sufficient of the University Research companies the Research programs are sufficient of the University. Research companies the Research and Creative activity of all programs, departments, institutes, schools and colleges. The Vice President Research and creative activity in all areas of institutional activity whether hierarchy uncertainty for a sufficient research and creative activity in all areas of institutional activity whether hierarchy uncertainty for the Vice President for Research works closely with the provest, other vice presidents and wirting for external funds, a realized and international awards, fellowships and other recognition research and creative activity. Successful candides will have significant experience and demonstrated success in university and activity of the president of the Research works of the Research and the Vice Presidents of the Research and the Vice Presidents will have a support to the Cardaud successful and the Vice Presidents will have a support to the Cardaud successful or the Vice President of the Georgian and the University of Flurida is and international awards, self-university of the Vice President of the Georgian and research degree programs and of the graduate programs and of sense many of the Vice President of the Georgian and research as well as between graduate programs and research as well



PACIFIC UNIVERSITY OREGON

Vice President for Development

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Human Resources Department Pacific University 2043 College Way Forest Grove, OR 97118 1903) 359-2210

The position is open until filled. Review began on May 1, 1992. Pacific University is an equal opo

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VICE PRESIDENT FOR BUSINESS AFFAIRS

GENERAL DESCRIPTION OF PHE POSITION. The Vice Products for Research Allasty reports illercity to the Petalient and its supposition for Executing, parted, and other final services planning and the companing parted, and other final services planning and certain and the services of the product of the petalic planning and development, potential man anneanneed of the physical planning and development, potential man anneanneed of the physical planning and development, present and product of the physical planning and development, potential products are producted by the physical planning and development of the scaledom instruction of the University, and will be externing a during the physical planning analysis and physical planning analysis and physical planning analysis and physical planning and planning and physical planning and planning and physical planning and planning and

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Planning, Entilment Services, and Public Safety Services.

QUALIFICATIONS Relevant usual newel expenses or in univariar administration and humanical and lacidities management; matter's degrees, and its timing and expension expension or as service and administration administrations administration and active production. All the production of the producti

wifeing scowings of NAL-1101 standard and guidelines preferred. COMPENSATION Slay is commensurate with the background and exper-ence of the individual selected. Call Poly offers excellent Image benefits. All rights associated with this appointment are governed by the Management Permanel Plan adopted by the CSU Board of Trances.

SELECTION PROCESS Cansilidate will be attented during Summer of 1992, and the process of the selection of t

Dr. Robert D. Koob Vice President for Academia Affairs California Polytechnie Stine University San Luts Obispo. CA 93407 (805) 756-2186 Fax (869) 785-5292

UNIVERSITY: One of 20 campuses of The California State University system. Call Poly has built a solid national mputation on its learney-doing Proposite to education. Nearly two-thinds of the university's 17,000 students major in agricultum, architecture and eavironmental design, business or engineering.

COMMUNITY S.O. List Obspoies city of 50,000 lecared review miles from the Parific Ocean and miletay between San Francisco and Los Angeles un Galliomia's scent Central Coast. University farulities live is 30 hauf 30 blyon and nearby comma sints both on the coast and inland. Excellent recreational fertilities are revisited, and the were has an outstanding frames, with an everage dark maximum temperature of 62.2 in Jasuscy, 17.0 in August, and an ossaid metage of 70.2.

Cal Poly to strongly committed to achieving exectionee through cultural diversity. The university actively encourages applications and nominations of women, persons of color, and members of other underrepresented groups. AAPEO.

EXECUTIVE VICE PRESIDENT

Ross University School of Medicine and Veterinary Medicine seeks nominstions and applications for the position of Executive Vice President The Vice President is responsible for: academic programs, securing faculty and suppon staff, creating and implementing budgets, maintaining high level enrollment and providing strong leadership.

Review of numinations will begin immediately. All candidates must submit formal applications including statement of how the candidate will satisfy this position. Please send CV and three references to:

Executive Vice Prusident Search Committee c/o Dr. Ross, Chairman Ross University 460 West 34th Street, New York, NY 10001

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THOY SIATE UNIVERSITY SYSTEM is compitted of three regionally accredited, comprehensive public institutions, a branch campus at Thank City, United Shees and absound, The man campus is a Trop, Alabama. The University System enrols approximately 18.000 suderes in 64 major locating to associate, bacterior, inserties, and specialisty destinated processing to associate, and specialisty destinated in 64 major locations of the control of the System and in 64 major locations of the System and in 64 major responsibility for the coveral administration of the accessions; processing responsibility for the coveral administration of the accessions; programs of the University. The Provinct promotes administration of the accessions; programs of the University. The Provinct promotes administration of the accessions (accessed in the properties).

operations.

ININCTIONAL AREAS for which the Provost will be responsible include the enter superation of eight colleges and schools (Artis & Henrich and the operation of eight colleges and schools (Artis & Schools and Liberary College), the Primer Gly campus, and the Liberary working with the respective Dears who report identity to the Provost, and supervisor, controlled medium provided the properties of the provided supervisor controlled medium provided the provided supervisor. Controlled medium provided the provided supervisor controlled medium provided the provided supervisor controlled medium provided the provided supervisor controlled medium provided the provided supervisor. Controlled medium provided the provided supervisor controlled medium provided supervisor. The Provided provided supervisor controlled medium provided supervisor controlled supervisor supervis

y the Chancellor
REQUIRED QUALIFICATIONS

• Earned doctorate from an institution of recognized standing,
• Successful experience as a classroom instructor and ecademic admini-

Successid experience as extension instruction and exademic adminplantaguidate accord of reaching, scholarship, evolvce, and leadership
in higher education.
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The consider commendation and management ability and proposed according to the control of the control o

ral diversity. ence with military or adult education. SALARY AND BENEFITS or competitive and commensumte with qu

POSITION AWAILABLE: Review of applications will begin on May 1S, 1992, and will continue until the position is filled. ATIONS: Nominees will be invited to anni-

APPLICATION PROCEDURE: Interested, qualified Indivi Dr. Glenda McGaina, Provost Search Committee Office of the Provoss Adams Administration Building, Office 216 Troy State University Troy, Alabama 36082

Troy State University is an Equal Opportunity, Allitmative Action Employer, and encourages nominations and applications of women and minostics.

DEAN OF ADMISSION



Hetdelberg College, e intriving liberal ents institution situeted in Northwestern Chin, seeks an experienced admission leader. The College has o historic campus of 110 faces located in the admission leader. Of 18th, Ohio. The College has rocked for its storing international links to both Europe and Asia, end boaste e strong laculay and student locate.

and a secure was expensively to the President, and will be evaluate member of his cabinet. The Dean will report to the President, and will be evaluate member of his cabinet. The current admission stell consists of five professional and three clerical positions.

Nominations and résumés should be sent to: Jeannine Cums, Vice President for Administration, Heidelberg College, Tiffin, Ohio 44883.

Heldelberg College is an equal opportunity, affirmative action employer

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VICE PRESIDENT OF EDUCATIONAL AFFAIRS

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MAJOR RESPONSIBILITIES: The Vice President of Education of Education and in responsible for tealersis of surrequesters and in responsible for tealersis of surrequesters. Major area-wise credit instructional programs and principle, dent services. Major area-wise responsibilities include:

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• Provide for increased articulation with other obtained imministration of QUAL INFLOATIONS: The position requires a documel days to sense but plus four years' mixed experience. The position required attention programs. Also required attention programs, also required attention programs, also required at some charged programs, also required at the charged programs and a some charged programs are a some charged programs. The charged programs are a some charged programs and a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs and a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs and a some charged programs. The charged programs are a some charged programs are a some charged programs and a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs and a some charged program and a some charged programs. The charged programs are a some charged programs are a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs are a some charged programs. The charged programs are a some charged programs are a some charged programs are a some charged programs. The charged programs are a some charged program and a some charged programs

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SALARY SCHEDULE RANGE: \$47,550-573,673. PROPOSED STARTING DATE: July 1, 1992 PROPOSED STARTING DATE July 1, 1992.
To apply, south dever of application, should not dopp of official manages the Ollitte of Pressoured and Employee Relations. Applicans are managed to ulmint contrails by May 15, 1992, at which much the exercise procured to which the contrails by May 15, 1992, at which much the exercise procured by the proposed of the proposed of the process will begin a Complete the formal applications process, and the form will be formulable applicants upon exercity of above materials.

Genny Griggs, Director Personnel and Employee Relation

METROPOLITAN

COMMUNITY COLLEGE

P. O. Base 3777
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Metropolitan Community Cubege is proud of its extremite pregam of loadership alversity elevel-spenient. Previous of chiferent cultural land-greads are emitimizated lipe non-ungued to apply.

Student Life and Development

Assistant Vice President

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Qualifications destind include a Master's degree [doctorate prefered] is Student Development/Personnel, Higher Education Adaptions on the Company of the Company of the pear's experience in light education of the Company of the Company of the Company of the Company with experience and mattheasters application destine is june 18, 1967.

Candidates should submit letter of application, vias, sciencips, and 35 inclined on the Company of the

Ornmendation to:

Or. Devid Spregue, Vice President
Student Life and Development
106 Awood Center
St. Cloud State University
72D Fouth Avenue South
Phone. 612-255-311, [ax 612-634-5190]

Women and minorides are encouraged to apply. An Affirmative Action, Equal Opportually Employer.

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ASSISTANT VICE PRESIDENT

Affirmative Action

EMPLE UNIVERSITY of the Commonwealth System of Higher Education, located in the Philadelphia astropollan area, is a multi-cultural, senior comprehensive research university with five compuses tending a health schenes cenier with a 504-bed more all the provider than the senior of the provider of the pr inversity teaching hospital) and a student enroll-ment of approximately 30,000.

entersity reactions of ya 20,000.

The Austhant Vice President for Alltronative Action is the principal seator to the President and Executive Calaste on the action of the principal seators between the principal seators and the Action mail series. Recognition of the president and the Action mail seators are all the president and the Action mail seators and beganns actively assistent university of the and president action of all firms where Action committees of employment within their portfolios, and working with breadly-based affirms where Action committees to promote education, assurement and the Action of the

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Brughrennis include a Master'a Degree (a terminal degre in preferred) and a minimum of 8 years sheaking the perferred and a minimum of 8 years sheaking the experience in a higher education acting including at least 4 years experience that of minimization of Affirmative Action plans and program. An equivalent combination of education and experience may be considered. Extensive knowledge of government regulations regarding affirmation in regulation, illumina relation and communication affiliates are seenable.

sills are essential. Emplethierarily offers an excellent salary and bestlin package. Applicants should substit is leifer displication, resume and the names of three references by Jane 5, 1992, to: Search Committee, c/o Berssa Mahone, Personneal Administration, TEMPE UNIVERSITY, 1601 North Broad St., TEMPE UNIVERSITY, 1601 North Broad St., billiadejshia, PA 19122. An equal opporbability, alfrankine action employer.

Choose

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Vice President, Enrollment Management

Bufer University invites nominations and applic allows for the position of Vice sole Unempity whites monthalions and applications for the position of vice heritack, farofinem Management, reporting directly to the President. The Unionity seeks an innovative, independent higher education executive and a stagic finite with very strong manketing skills to lead its Admissions, Francial Add and settention functions. The candidate selected will provide exidence of highly successful experience supervising or managing discelly advantage, financial aid and retention. She or he will be a motivator and team builder with strong organizational and communication skills, a person with an analytic mind who can use and effectively synthesize data from the Intersity's student information system, a person who has experience notificing faculty to participate actively in the recruitment process and who is the to coordinate enrollment management functions with other University Kalenic and administrative departments.

hder University provides the highest quality liberal and protestional elacifies is authorized residential environment located seven miles from the heard metapolism ordinarpolis. Butler is an institution well-positioned and directed toward the achievement of its termendous potential. We require an action oward the achievement of its termenous pointment experience accultive, and we are prepared to compensate that executive appropriately. A terminal degree is valued but not necessary, an infirmate adexistanting of the academic and administrative aspects of independent management.

The preferred starting date is August 2, 1992. Norminations and applications should be directed by have 15, 1992 to Dr. John A. Stevent, CKA, Inc., Search Consultant, Vice, President for Empllment Management Search, Busler University, 4600 Sunset Avenue, Indiamapolis, Indiama 46208.



Associate Vice President and Director, University Planning and **Institutional Research**

The University of North Texas [UNT] is requesting applications for the position of Associate Vice Prosident and Director, University Planning and institutional Research. The individual reports to the President of UNT-Chencallor of UNT-Texas Collings of Osteopethic Modicine, and interacts requirily with the lexity and staff of UNT and TOUS.

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The University of North Texas is the lourih largest institution of higher education in the Stello of Texas, with 27,000 plus students. It is a comprehensive research institution located to Dentoo, Texas, which is 35 miles worth of both Delise and Fort Worth. Position in available effective August 3, 1992. Selety coromanusetce with quelifications, full benefits. Sood letter of application and resume

Director of Persoonal University of North Texes P. O. Boe 13497 Denton, Teess 75293

Applications will be reviewed beginning june 1, 1992, and will contious until position is filled.

THE UNIVERSITY OF NORTH TEXAS IS AN EQUAL OPPORTUNITY, AFFIRMATIVE ACTION EMPLOYER AND IS COMMITTED TO THE EMPLOYMENT OF WOMEN, MINORITIES, AND THE DISABLED.

Associate Vice Chancellor for Financial Management

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To:

Mr. J. Carroll Scooksburn

Associate Vice Chancellur for

Financial Management Selection Commit

Appalachies State University

Boom. North Condian 28608

(704) 202-4172 (PAX)

Appalachies State University is an Equal Opportunity Es-candidaty of women and misorides.



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PROVOST

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reviewed during the selection process.

CIALIFICATIONS: Condidetes jour the position must hold an earned destorate from an accredited university; demonstrate a successful record of all enhancement in teaching and sendorate yearly record and account of the control of the contr

SALARY AND SENEFITS ere competitive end commensurete with experience and prodenties.

PSSITION will be vacent July 1, 1992, and will be filled as soon ear

NOMINATIONS OEADLINE: Nominations must be submitted sot less than June 15, 1992, to the address jietad below.

APPLICATION PROCEOURE: Review of meterials will begin on June 15, 1982, and continue until the position is litted. Applicant abculd and a letter of interest which shows a vidence of the qualifications noted a bows, a ourisolum vites, and the nemes, addissess, office and phone numbers of litter at instruction continue to the state of the stat

Southeast Missouri State University is an Affirmative Action/Equal Opportunity Employer and encourages nominations and applications of women and minerities.

PHI DELTA KAPPA

PHI Date Kapps is existing an associate executive director for de-velopment ent is secolar policita to serve on the professional stell at 1974 Headmounts in Bloomington, Indiana, Spoetic ductives will in-clude to large the second professional Foundation, coordinating and coordinating the international solucation sentinare, healing and coordinating the international solucation sentenare, healing and coordinating the international solucation sentenare, healing and coordinating the international solucation sentenare, healing international second professional second section and con-densing Proceedings of the control of the control of the second second second second second second second control of the second second second second second program development. Special consideration will be given to interest with septement on its off second second second in program development. Special consideration will be given to interest the second second second second second for The adelry range for the position will be from \$75,000 to \$85,000. The application describe is 20 June 1982. Experiptions will said as soon other I August 1982 as possible.



Letters al application and accompanying vitas should be sent to Lowell C. Rose, Executive Director, Phi Dells Kapps, P.O. Box 789, Bloomington, IN 47402. Phi Delta Keppa is an equal opportunity employer.

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ASSISTANT CHANCELLOR FOR ADMINISTRATION AND FISCAL AFFAIRS

University of Wisconsin-Parkside

The University of Wisconsin-Paristide, on member of the distinguished University of Wisconsin Parism, secks nonice items and opplications in Assistant Chorcellar in Administration and Fiscon March 2016 and 100 and 100 are in the Control of the Co

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- Responsibilities of the positions

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- ments.

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 Choscellors' cobinet and to work within the contest of shored
- governance. I Commitment to the implementation of a program of Total Quality Management.

Mesogement.

The scient je competitive and commensurate with qualifications and experience. The appointment will begin September 1, 1932, or rescon ac possible thereafter. Kennincilons, or a letter of applications with a resume and the names, addresses and telephone ournbers of all lead time references should be received by Noy 15, 1932, and sent lic:

Before Bodul De Reserved of Novel 16, 1006, bill and P. C. Garty Groce, Chelipparco Assistant Chonesilo Search and Sersen Compilies University of Wild conside Pertaids 90 Wood Road—Box 2000 Kemash. W SS141 (414) 585-2598

The University of Wisconsin System is required to release, within two days of a request after the deadline for receipt of commissions and applications, a combined itsi of all nortinees and applicate without differentiation.

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The University of Wisconsin-Parksido is an equoi opportunity . ol-lizactive action employer, functioning under an affirmative action plan. Women and minorities are encouraged to apply.

Vice President for College Relations ST. OLAF COLLEGE

St. Claf College, e distinguished liberal arts institution of the Evangelical Lutheres Church in America, seeks a strong, creative Individual with proven readeaching held is over ea as its held effect of all extential elidas becklight and relating and development. The Vice President for College Relations works directly with the President and is responsible for active and recommendation to the President and is responsible to active and recommendation to the President for effective work in institutional advancement, in associacion with the cultips's other vice presidents.

assumed with me cultiges other vice president. The Nice President supervises those who direct the activities associated with annual plying and special companies, parent and alwant programs, the planner giving program, and prometermed and foundation relations. The Nice President also is responsible for the effective coordination of all information and public relations undexeros, to public functions and public relations and public relations of the next of the manager of must conjuntations, and for radio station WCAL, and filter of National Public Radio.

Nominations and applications should be sent by Jung 22, 1992, Applications should include a resume or curriculum vitae, names of several references, and should be earn to:

An Equal Opportunity, Afilmative Action Employer

special Words Marywood Collean School of School Words and State of School Words and School Words School Words

Vice President for Development and College Relations

RHODE ISLAND COLLEGE

We myite applications and nonmations for a person to be responsible for managing the College's program initiatives in the areas of fund raising, communications and public relations, conferences and special events, almuni affairs, relations, conference and special events, abnust afairs, and news and publications services, themities, cultivares, and solicits major gilt prospects; coordinates metta and news releases, publications and perioditics, and community relations; works with President and other Vice Presidents in proveding overall ledership to the mistinition. Qualifications include: five years of higher education leadership experience and a successful record in final raising; experience in institutional marketing, public educations and constituency building; strong management abbits, and effective interpretantly and communication about the providence of t Exceine resears, APPLICATIONS MAST BE RE-CEIVED BY JUNE 8, 1992. Send letter of application, résumé, and the names, addresses and telephone numbers of 3 references to Office of Personnel Services, Rhode Island College, Providence, Rhode Island 02/08—Atten-tion: Search Committee for Vice President for Develop-ment and College Relations.

An Affirmative Action, Equal Opportunity Employe



RHODE ISLAND COLLEGE



PACIFIC UNIVERSITY VICE PRESIDENT FOR FINANCIAL AFFAIRS

applications are invitate for the position of Vice President for Finencial Affeirsset throughly as an independent Liberal Via and Health Editional University
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Choate Rosemary Hall Executive Director of Alumni Affairs and Development

Choase Rosemary Hail Invites applications and nonleadon forth position of Director of Alimnth Affairs and Development.

The Executive Director, who reports directly to the Paulier.

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Choats Rossmary Hall is an equal opportunity amploys sel encourages nominations of, and expressions of interest from minority and female candidates.

EXECUTIVE DIRECTOR FOR STUDENT SERVICES

The University of Texas Health Science Center at San Antonio

The University of Texes Health Science Centes at Sin Aston (UTHSCSA), a component of the University of Texa System, atomyte of five schools (Allied Health, Benuisry, Graduage School of Boundan S-cutes, Medicine, and Nuesing), having a combined mudent populate of prummately 2,200 students.

proximately 2,500 students.

The Execusive Director reports directly to the Vice President for harval
Services. The Executive Director is assponsible for providing leadaning and
odministrative direction for all student reviews, including the Register, fortical Aid. Controlling, Student Health, Official Publications, and feeling Sale-

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Chairperson, Search Committee Executive Director, Student Services UTHSCSA

Department of Human Resources 7703 Floyd Carl Orive San Antonia, Texas 78284-7972

UTHSCSA is so Affirmative Action and Equal Opportunity Employe.

EXECUTIVE DIRECTOR OF DATA SYSTEMS MANAGEMENT

Jacksonville State University

The Executive Director of Data Sustems Management Is responsible for the overall lederable and management of the University's academic and administrative computer appears services, and the Lelephone system services. Under the general direction of the Repsident, the Director provides leadership for the University in the use of computer and selector technology, working closely with faculty, stall, student, and local government segrousers. Dutles include managing an organization of 32 em injuves with an operating based of \$15 million. The computing entrytroment includes 55912. Ill Brown Standard Standa

Bachelor's degree required, master's degree preferred, four years of computer center spendsony experience required; understanding of data systems in a complex university environment required; and ability to support and help develop instructional computing and

Salary and benefits are competitive, and are contingent upon qualifications and experi-

Screening will begin by June 1, 1992 and will continue until until the position is filled. Send letter of application, resume, and the names, addresses and telephone numbers of

Chairman, Search Committee
Executive Director of Data Systems Management
Jacksonville State University
Room 329 Bibb Graves Hall
Jacksonville, Alabama 36265

JSU is an Affirmative Action, Equal Opportunity Employer.

VICE PRESIDENT FOR ACADEMIC AFFAIRS/DEAM OF FACULTY

The Nettien the Vice President for Accelerate Allois is Chief Accelerate Chief a Editing and Deen of Foodly and sports disorby in the inscital telest papers of occasions contributed as the Deen or to the Start page of Contributed and the Start is supported for public growther in december of the Start page of Contributed and Cont

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ASSUMPTION

COLLEGE

JACKSONVILLE STATE UNIVERSITY Jacksonville, Alabama

Applications and nominations are invited for the position of Vice President for Academic Alfalis at decisionific State University, Jacksconville State University, Jacksconville State University, Jacksconville State University, accredited by the Southern Association of Colleges and Scionics, is located in the (spothlis) of the Appachcian Mountains in Northeast Alabama approximately 100 miles used of Alabama, Services and 5's miles sets of Britin-Ipham, Alabama, Strated, in a commenting of 1000, the University has an envolvement of 18-48 statement. The Vice Production is he chief academic officer of the University and reports directly to the President and is a mer University's senior administrative team

Responsibilists include but are not limited to providing executive learlership in the management of the academic allairs of the University, development, conclination, and evaluation of academic policies and programs in the context of the University's mission and goals: planning, goal setting, staffing, resource allocation and buttgeting to the Academic Allairs division.

Candidates for Vice President should possess

- andidates for Vice Pestdent should possess

 An arrand doctomate from a regionally accredited institution

 A distinguished record of leaching and scholarly settivity sufficient to warrant appointment to

 Big polison are regional public unversitive, pre-leaching and scholarly at the detan's level or higher.

 Significant academic administrative expert encodesident in an academic setting

 Demonstrated from dismovledge of current issues in higher education (e.g. budgeting, lunding grantmanship).

 Interpretation allist to work effectively with all constituencies and administrative unals of the University to achieve the goals of the University.

 Commitment to excellence in Sectioning, retearch, public service, allitmotive action, and

The position will be available in Fall 1992. Salary is compatitive

The position will be aveilable in Fall 1972. Saleny is comparitive. Interested individuals should short all setter of applicable, current curriculum vitae, and the names of the references including addresses and delephone numbers. Applicants should also submit a written seatement of their preception of the leadership rots of the Ver Peedderf for Accordant Affairs position and a statement of why they are seeding this position. Applications with supporting documants, and normination should be submitted to Chair, VPAA Search Committee, Ollice of Personnel Services, Jacksonville State Chivershy, Jacksonville, Alabana 186265. The search will errant open until a subbit or cardiades its selected.

An Equal Employment, Affirmative Action Employer.

SEARCH EXTENDED

Vice President for Institutional Advancement SOUTHERN ILLINOIS UNIVERSITY AT CARBONDALE

and applications are invited for the position of Vice President for Advancement at Southern Illinois University at Carbondala. Nominations and applications are invited for the promotion of Code notice. The The Very Prededict is climational Advancement provide administration of credit notices. The Very Prededict is climational Advancement provide administration of prediction to talevently units concerning the management of the University Administration of Code and Code

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Student Activities Union Associas Director, Student Activities College Union. Serve as advice and measure to the Surena Serve as device and measure to the Surena Activities Beard, easiest ended contained with planning and implementation of diverse occurricular compon activities program; develop and implement justice trails development propriets. for Security Opportunity Constrover.

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Executive Vice President and Provost Michigan Technological University Houghton, Michigan

The Search Committee of Michigan Technological University levites nominations and applications for the position of Executive Vice President and Provost.

Mithigan Technological University, one of Michigan's four nationally recognized restar positions recurrences a surveyant, one or internance's true authority recognized research universities, his an catabilistical reputation in engineering and science electrica. Describe the Upper Penintsia, Michigan Technological University is a public institution consisting of approximately 350 searching faculty, 1,000 seaff, and more than 6,000 states as enrolled in the consisting and provide the consisting faculty.

The Executive Vita President and Provest will serve as the chief operating officer responsible for all sextense, research, and student services, and University operations. In the absence of the President, the Executive Vice President and Provest will act as riskef

The Search Committee will seek evidence of the following:

- It ademány nátity to exotonic sad odministrative affician shiftiy to ecommunicate and idensit with the faculty, staff, stadens, and administration scholarly achievement understanding the induition of a technological animusty shiftiy to facus hand periclipative, in the continuous improvement of programs.

Candidates should have an earned declarate, experience in scadenic and business administration, and a commitment to affirmative action and diversity.

Applications, cominglings, or inquiries should be directed to:

Reculive Vice President and Provos Personnel Services: Laura Alexander Michigan Technological University 1400 Townsend Drive

The Search Committee will begin reviewing applications immediately and will accept applications until the position is filled. Applications from women and misorities are

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SUPERINTENDENT

United States

Merchant Marine Academy

KINGS POINT, NEW YORK

The Marithre Administration, Department of Timesportation, Invites applications for the position of Superintendent, U.S. Marchant Mentan Anadamy, The Anadamy is a Poly-secredist, disperso confering, low-special resiliation of high-art learning operated on a regimental-millieut on bluss, with its primary mission to their young pursons to be licrated marchant manine officers modituated on all their young pursons to be licrated marchant manine officers modituated on all their young pursons to be licrated marchant manine officers modituated used to the competition and administration of the SUpprenistration in the compromise for the competition and administration of the

Academy, Qualifications include demonstrated memogratal and executive skills, unificated academic credentials to direct he educational program; demonstrated insusal edge; of organizationsing ability in communicate allericity shift a youthful population; demonstrated lapsh-selve guide; relations ability and dam-strated business across. Destrible qualifications are solvened degrees; and possible physicated specificacy, and estables invades of the LS, marking proprietile shipport across programs.

This is a Civil Service position in the Senior Executive Service. The salery range is \$90,000 to \$112,000. A copy of the official vacancy empouncement and related forms may be obtained from the office identified below, Compilered applications must be submitted to the office identified below by \$14.92.

U.S. Deptiment of transportation
Maritime Administration
Office of Personnel [MAR-360]
400 7th Street, SW, Room 8101
Washington, DC 20590
Telephone: (2021;366-414)

PRESIDENT/CEO

Women and Foundations/Corporate Philanthropy

WAF/CP is a national membership association of foundation stall and snuteer concerned with the well fisting of all women is girts

WMT-CP's initiatives include research on patterns of philanthropy affecting women and gipls, regional conferences, stall a foundation internable program primarily serving women

of color sturiests.

The President is the CEO of WAF-CP, suppossible to overall administration, day-to-day
repeations, and the implementation of the Board policy and program decisions. The
Problems serves as the link between the maniforming and the Board and to the external

Proceedings of WHICP

Qualifications: Demonstrated constraints to source and destroy women and gifts leadersite systems; and management, fund raining, program and communications while The
condicide must have a committee to building a must cause to cignification which incorposets the comparison and represents the needs of newspromanisms of women.

Seleny: Commensions with experience.

Applications: Submit to later then June 5, 1992 a résumé and the armes of two palestres in

The Search Committee
Woman and Foundation Corporate Philanthropy
322 Fighth Avenue, Room 702 a New York, New York 10001

WARCP is an equal opportunity employs

Superintendent/President Gavilan Joint Community College District Gilroy, California

Selected Qualification:

DENOTATION AND BACKGROUND

A master's regured and a doctorate regree is preferred. Leading candidates will have senior fundership experience in progressively responsible positions in higher education, preferably in a community college setting.

Knowledge of and commitment to the mission of community colleges.
 A special interest in teaching, learning, and educational annovation.
 Understanding of and sensitivity to cultural diversity and a desire to celabrate.

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subcordinates, faculty members, and colleagues.

Mominations and applications will be received until the position in filled, secure the Problemial Search Committee will Logist screening conditions to the Problemial Search Committee of the Problemial Search Committee of the Problemial Search Committee, and Search Committee, and Search Committee, and Search Committee, 2003 Senial Teress Boulevard, (Info.), California 90200-9599,

The applications will be notivered by a screening committee representing the reviewed and after the interviews will be controlled to the interview of the committee of th

sometime en µyı, 1994.
Gevilan College does net discriminate on the basis of race, see, color, religion, national origin, ago, handicap or disabled veleran sistu in the religion, national origin, ago, handicap or disabled veleran sistu in the employment process, pursuant l'o forderal and Siste elatitets und rout in the employment process, pursuant l'o forderal and Siste elatitets und risk process, pursuant l'officeral siste elatitets und risk process. Calle de l'armon, Palm Desert, Callernal sizides of 19-55-68-0136.
Calle del Vernos, Palm Desert, Callernal sizides of 19-55-68-0136.

An ACCT Search

Executive Director's Position Donelson Christian Academy Nashville, Tennessee

Donation Chalaian Acadestry (ICA.) a porest-year year old Orwinin shood of 750 students for godes for through beetly to seeking to fill we seeking to godes for the process of the pr

Subtines, wrongs, have, went tre Consearing.

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1. Manage the school's administrative functions and implement, maintain and enhance ECA1 overall academic position and sprinting growth.

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4. Insec an ective size or instructing or or naturalization. The ideal person must have a master's degree and experience is preferred. Qualified cancidates should send a cover letter and réasiné to Mr. Don Basikin, in care of Donelson Christian Academy, 2151 Stafford Orive, Nashville, TN 37214. Deadling for accepting résumés is May 15.

Studied Development: Dispeter of the Service Learning Tomore, Springer College College



West Valley-Mission Community College District SARATOGA, CALIFORNIA

SEARCH FOR A CHANCELLOR

Afiar saven years of successful leadership as Chancellor of the West Valley-Mission Community College District, Dr. Gastavo A. Mellander has been appointed Professor and Orience of the Center for Community College Education as George Mason University.

Education at George Mason University.

The Board of Trunces invest monitors and applications for the position of Chamilton Herosci neviet monitions and applications for the position of Chamilton Herosci and the Chamilton Herosci and the Chamilton Herosci and the Chamilton Herosci and the Chamilton Herosci and temporary to a locally elected sever-member Board of Trunces. The Chamilton Herosci and report to a locally elected sever-member Board of Trunces. The Chamilton Herosci and th

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All of the following are received for any candidate to have full counderstion:
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A complexed application and processes are received as a complexed application and processes are received as a complexed application and processes are followed as the control of the

cools representation of subcordinates, faculty members and colleagues.

Nominations and application will be received until the position is filled. The committee will begon fee format screening process by Jenn 17, 1992, all candidates are uncorraged to apply by 5 p ns. on that day.

"For employment announcement, application and supplemental question-neiter plaze call/wrise:

Mr. Tony N. Brown
Human Rasouices Employment
Wast Valley-Mission Community College District
14000 Fruitvals Avenus
Saratogs, Californis 95079-5498
(408) 741-2000

West Valley-Mission Community College District is located in the heart of the Santa Clara/Silicon Valley, approximately 50 miles south of San Francis-co in the San Jose metropolitan area. AA/ROF

PRESIDENT

The Camegile, a multi-hallutional private and public set, science, performing and and illustry complete in Historian, Founded in 1895 component or the production of the produ

The role of the President is to provide leadership for all divisions and to coordinate the overall fund raising, strategic planning, and fiscal management of the Institution, which has annual expenditures of approximately \$50 million and a staff of 1,600 tall- and part-line employees.

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Bulletin Board (202) 466-1050



THE UNIVERSITY OF TEXAS AT AUSTIN

Nominations and applications from qualified and interested cardets sought for President of The University of Texas at Austin. The points a become vacant on September 1, 1992, when the current President terror Chancellor of the U.T. System.

U.T. Austin, established in 1883, Is the ofdest and largest industrial university system which consists of 9 general academic and 6 lash-accomponents. The University errorils just under 50,000 students post-baccularureate programs. U.T. Austin employs approximately to tenue and terrue-mack lacrolly.

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U.T. Ausim his a comprehensive presenth university officing a follogogy graduate and undergog aduate academic programs, many orients assured programs and programs. The sacrange of the sac

public Afforty, and Secial Work, 19, "reastney, typiton a Johnscholm public Afforty, and Secial Work, 19, "reastney, typiton a Johnscholm public with more than 1,000 endowed faculty positions good disoubut as one scademic units, has use of the realistors front illinoise, and as easy research and public service tradition.

The President is the schied administrative officer of the University pudges to the Securitive Vice Charactella for Academic Afford of the Interest with the Securitive Vice Charactella for Academic Afford to the Interest within the national academic community, possess are used decree comparable academic rendered that, have strong academic experience, and securities to acceled these in research and leacking have demonstrated as and experience with divelopment of affording the Security of the Affording of the Affording the Afford

Letters of application or numination will be accepted unit jue 1, 198. After that date, the Arthysory Committee or the Board of Regentanguard cursider concluding in manufacture and cursider concluding is form additional canadidates nominated lossess shile sources. All nominations and applications (with supporting material should be addressed to:

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PRESIDENT

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of order is best on the Board of Treatices.

But all upon the County is my open-access, urban community bards and upon the College is my open-access, urban community bards in 15.00 student enrollment be projected in grow to 17.000 student enrollment be projected in grow to 17.000 student enrollment between the County in more in the County in more in the County in the County in more in the County in the Co

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I superior communication capable of projecting a new in-age of dynamic energy and achievement for the Cultivge. Restations and applications should be sent in:

and applications about the Sent In: Joseph S. Sherman, Secretary to the Badson County Community College Presidential Search Committer. 500 Plaza Deive P. O. Bux 31189 Scaucus, IU 07096-51811

ississione should include a current resume must a throughtful letter founded the candidate's qualifications. example controller of qualifications.

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1892 to candidate can be governmented full constrictation if materials as received after that date.

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President

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ninations and applications should be forwarded to Presidential Search Committee

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PRESIDENT

THE UNIVERSITY OF TEXAS AT PERMIAN BASIN

Nominations and applications from qualified and interested candidates are sought for President of The University of Texas of the Permian Basin. The position is currently filled on an interim hasis.

position is currently filled our an intelled hashs.

11. Feminan Basin, exhibitived as an upper-level university in 1969 and authorized to adult a losser firlyston for the 1991-32 accounts, vegat, is one of authorized to adult a losser firlyston for the 1991-32 accounts, vegat, is one accedence motilisers and 6 include Authorized Computerns). I cacked on Collega, U.T. Feminan Basin serves primarily a seventeen county region surrounding the cities of Medical and of Octors.

The insulation entrols approximately 2100 students 117.1% insulation in 15 to degree pregram at the decadatenesse and master's beech stirringh the follow-flower program at the decadatenesse and master's beech stirringh the follow-flower program of behavioral Science and Kinesialogy; Bramers, Education, Hartamatikes and Fine Arit; and Science

Hemanifes and Fine Aris, and Science The Lacidity of the State of the Institute of an ample and could permit re-manifor of the Lacidity of the Institute of Insti

wolumn of the U.T. Audin. Centeral libraries.

The Prevident Is the clied administrative officer of the University and reports to the Executive Vice Chancellor for Academic, Alains of the University of Tecas System. Canadisates for the prevalency should be eighty respected to the Executive Vice Chancellor for Academic, Alains of the University of Tecas System. Canadisates for the prevalency abund to the high respected societies of the System of t

sed to:
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End Paper

The Wonderful Stink of a Printing Office



WOULD, I think, be useful to tell the tale of my happy defile into printing. The Yale Art School, where I was a student just before & during the first years of World War II, was Beaux-Arts & retardiere: Its musters kept a dead tradition alive & ruthlessly so; they were brutal in asserting their notions, opinions & attitudes. I was petulintly & zealously yunng & aggressively ardent. My crude makings bare little resemblance to my lofty

I was in a state of anticipatory errogance. I had built a drawing style compacted out of Rossettian pre-Raphaelitism & Batticellian neo-platonism. These ill-drawn effusions were achieved in life-drawing class, deploying the lightest touglities of pencilled graphite. Along would come the hateful muster, & he would slash at my timid, pallid drawings with heavy charcoal, correcting my mistakes. . . . I rebelled against the repulsive criticisms. I cherished my incompetence, I nursed my bashed ego. & I appeared at life-class less & less.

There is at Yule a separate library housed within Sterling; it is called Linolian and Bruthers Library & was founded in 1832.

. One fair day, I chanced upon the shelves laden with buoks by & about William Blake. Confronting Blake plain & unexpected was like being strack by a incomutive. Here was model, praxis, paradigm. & example, an artist & noct coupled. He made his own strange & marvellous books; their impact was uverwhelming, & I determined to learn to

Three of Yule's colleges had printing presses, & I manuged a relationship with the senior printer at Innathan Edwards College, who handed me a key & access to bliss. Into that garden-shed printing office I plunged & saw for the first time a Chandler & Price fuut-treadle press & handled Caslon types & decent English paper, & they in consort with rich black ink & typewashes make the wunderful stink of a printing office. The hurning desire to print, implanted by Bluke, had so seized me that no difficulty could stay my composingsticked hand. My entire ignorance of printing history & woeful innocence of all printing practice & procedure did not prevent me from leaping into that messy. soul-satisfying cauldron. I did somehow mannge to set & print a book uf my own poetry; the true Gehenna Press

"The Generum Press: The Work of FUly Years, 1942-1992" will be at the Bridwell Library, Southern Methodist University. Dallas, through May 16. It will then travel to the Groller Club, New York City (September November, 19921; the University of Delaware Library, Newark (Jounny-Morch, 1993); the Robert W. Woodruff Library, Emary University, Atlanta (April-July, 1993); the Hunt Memoriol Library, Cornegie-Mellon University, Pittsburgh (September-Nove

1993); and other places through 1994.
The text above is by Leonard Baskin, owner of the press and visiting professor of art et Hampshire College. It is excerpted from the xidbition catniogue, which is published by the Gehenn Press and the Bridwell Library and fistributed by the University Press of New

Prompted by a recent Education Department ruling, students have forced several universities to reconsider their policies on the confidentiality of written comments hy

simissions commedors.

The Education Department, in n ase involving a former student at Exvard University, recently ruled that a federal privacy-protection law gives students the right to see any notes about them by admission connectors reviewing their
applications (The Chronicle, April 11.
Most college officials had thought such comments were not covered by

Following the ruling, both

Harvard and the University of Pennsylvanis complied with sudent requests to see such records.

Now students at Stanford and Vesleyan Universities are demanding to see their records. At lanford, officials have decided to give students access to the records but the university has announced that after this year, it will rouninely stroy the comments before udents enroll. The Education Department ruling said universities could destroy the records, os long as there was no pending request to

e them. At Wesleyan, a lawyer is reviewing the Education Department reling. So far, the records have en kept from atudents.

Joshua A. Gerstein, the furmer Havard student who sought the Education Department ruling, said be was pleased that students at othe institutions were seeking their records. He said that, once student at more campuses had obtained their records, he would try to get u group of them together to nanlyze

The "strategic plan" under development at the National lutitutes of Health may not lead to lots of new money for blomedical research after all.

Officials at the NIH have said that the plan, a long-range agenda for the institutes, would persuade Congress to provide extra funds by demonstrating the value of the research conducted. But a senior official at the NIH

now says that may not be the case.
Leamon Lee, director of the
Division of Financial Management at the MR, says, "If you have a erategic plan, you will ask for additional dollars. But if you don't get them, then there will have to be tradeoffs. You'll have to decide saucoits. You'll have to decide between new things that you want to do and some old things that may not be reaping benefits. You've got to Riorilize."

He adds that it is too early to say what will be included in the plen and which existing programs may be in kepenty of cuts. Mr. Lee made the remarks after

oing asked about a story in Science de Government Report that quoted an Administration memo warning of this expectations in the science alty" that the NIH plan would

Government & Politics

Colleges Are Pressed to Reconsider Ties to Foreign Students and Companies

Some academic leaders fear emergence of xenophobia that could hurt higher education

By SCOTT IASCHIK

Some government officials are pushing calleges to reconsider their ties to fareign students, companies, and governments.

The officials say that universities must pay more attention to the nation's economic needs, but many acndemic leaders fear that the new pressures amount to xenophsbia that may hurt higher educatian.

The debate is playing out in many ways: . Last week, the Hause of Representatives science subcammittee held a hearing on a bill that would require calleges applying far federal research grants ta report ta the gavernment the names and nationalities of any fareign graduate students wha might assist with the project, and to certify that no qualified Americans were available ta perform the work.

m The House Subcommittee on Human Resources and Intergovernmental Relations is expected in the next few weeks ta issue a report on whether universities with technology-transfer programs are using federal funds to assist foreign companies. The panel's study started after hearings at which the Massachusetts Institute of Technology was criticized for its foreign ties.

■ The House Republican Research Committee is conducting a survey of research universities to assess their policies



Gane L. Woadruff of the U. of Weshington's Graduate Schoal: "Trying to kasp secrets

on "sharing technology with foreign entities which have cantributed financially to

Robert M. White, Under Secretary of Commerce for technology, told a meeting of the American Association for the Advancement of Science last month that unlresearch relatis nahips with foreign compa nies. Such ties should be allowed only if American researchers gain access ta foreign scientific Information, he said. "Knowledge should be bartered, not sold," Mr. White said.

A provision in the House version of

U.S. Mulls New Approach to Paying Overhead Costs of Research

for adminstration at the U. of Southern

California: "We don't even know what the current share is now, feir share or not,"

closely examining whether the current aya-

tem ellows universities to receive too much federal money.

Many science-policy experts say the

prospect of lower rates of reimbursement

from the government far research costs-

particularly for overhead—is real. The po-

tentiel shift is Intansifying pressure on in-

stitutions to adopt a new, less-comprehon-

By COLLEEN CORDES

The federal government is reassess whether it is paying more than its fair share

of the total costa of academic science. Many universities say they are already so squeezed financially-and so overextended in the ectivities they are trying to support-that any attempt by the government to shift more of the bill to them would simply result in institutiona' conducting less research.

The stage for the reassessment in a gov nment-wide review of the current system for reimbursing universities for the overhead costs of research. The review labeling conducted by a federal committee led by the White House Office of Managemen and Budget.

The government reimburses universities for direct costs of particular research proj ects and general overhead expeases, based on guidelines that define the kinds of axpensea that can be charged to the government. Pederal officials have long expected universities to share in the costa of federal ly supported research projects. But no one has ever defined exactly what each partner's fair share would be.

Prospect of Lower Rates

Now, prompted by the scandal over improper overhead charges at universities and the rising demand for federal research dollars, lawmakers and federal officials are sive definition of the research university. In the long run, a shift that forced universities to focus on their research strengths would be good for the nation, some experts "It may mean you don't do world-class

research in every area-that you can't af-ford to," saya Daryi Chubin, a senior associate at the Coagressional Office of Tech-

'Quite Unrealletic'

But Honna H. Gray, president of the University of Chicago, ergues that universities already have all the financial incentives they need to refocus their efforts. Shifting more research costs to universities could force the institutions to compromise the quality of their research, Ms.

Universities are already struggling to improve undergraduato education, she says, so expecting them to do that and to pick up more of the tab for research "seems to me to be quite unrealistic."

If the government does explicitly change its policy to require universities to shoulder a larger share of research coats, that share may continue to climb every time Congress is strapped for money, suggests David J. Lyons, vice-president for business and finance at Rockefeller Universi-

"The question is, where do we stop-Continued on Page A34



States Look at 2-Year Colleges as a Conduit to a Bachelor's Degree

Continued From Page Al policy for the Education Commis sion of the States. "The real issue is, at the very time we need to insure greater access, we're shutting down the system and thinking of a variety of gimmicks to give the impression that we're not

Indeed, proposals for using community colleges in new wuys are already drawing criticism. Some educators warn that offering baccslaureate degrees at community colleges would dilute the quality of programs that are serving the stu-dents now enrolled at two-year institutions. Others say the changes would lead to fewer minority students' enrolling ut four-yeur colleges und universities

No Room for the 'Average'

Supporters of the new ideas for colleges say their states have no choice. In Florida, State Rep. J. Keith Arnold says he proposed grunts for private colleges that accept community-college graduates because public four year colleges don't have room for more students.

"Our public institutions are becoming more and more competitive, and only the children with the highest averages and the ability to pay the full freight are heing ac-cepted," he says, "The 'average' student doesn't get accepted to a

Florida university anymore."
His legislation would pay private colleges for each community-college transfer student who enrolled But grants and other state aid could not total more than half of what the state would spend to educate each student in the upper division of a public university. In 1991-92, that cost was \$3,000, says Edward L. Cisek, deputy director for finance for Florida's community colleges.

Only secular institutions that have formal transfer arrangements with community colleges, specify-ing what credits can be transferred, would be eligible for the grants

Community-college officials like the idea. "We are supportive of anything that will allow our gradus more access," Mr. Cisek says.



Miami-Dade's Robart W. K. Baguiristain: Offering baccalsureate degrees "might maan a great two-year collage would turn into a madiocre four-year university.

gislators are hesitant about pro- increase in high-school graduates, viding more money to private colleges as public universities are forced to cut back.

"But they also know public colleges cannot handle the demands being placed on them, and they know the picture isn't going to

Adding to the Burden

The asme picture has prompted a discussion of offering baccslaureate-degree programs at selected community colleges in Florida and clsewhere in the nation. Some educators warn that the shift would place additional burdens on community colleges, duplicate pro-grams already offered at uther colleges, and wesken the two-year mission. But at least one college president is enthusiastic.

"I think there is good reason for some limited upper-division opportunities at some community colleges," says Robert H. McCsbe. district president of Mlami-Dade Community College, "We're about four years away from a 20-per-cent

and the state is simply not prepared for that, so something has to be " But that option is not without its drawbacks, he says.

"In the 60's, when many twoyear colleges were becoming fouryear colleges, they lost their commitment to occupational programs and to the open-door policy," McCabe ssys, "But we don't have the goal to be something else,"

Community colleges should not says George Vaughan, associate ctor of the Institute of Higher Education at the University of Florida and former president of Piedmont Virginia Community College. "But there are certain reasons and certain times when it would be sppropriste to offer eduestion beyond the sasociate's degree, if the demand is so great that it's not being met by four-year in-

However, Robert Wesly Kinsey Begulristain, president of the Student Government Association of

At the University of California, he policy would not apply unless regents approve it by resolution. The bill would guarantee a tudent who chooses that route a save the state money, supporters ssy, but also ease the financial burien of a college education on students and their parents.

for less at the community colleges. where the student-teacher ratio is better and you have more contact seem to be many reasons for not

Sal Damji, vice-president of the Associated Students at California University at Northridge, says the proposal is a good one "as long as it's voluntary." and adds position to take."

Minmi-Dnde's North campus, opposes offering baccalaureate pro grsms there. "Thut might mean u great two-year college would turn into a mediocre four-year universi-Meanwhile, California luw-

makers are eyeing the proposal tu divert some prospective four-year students to community colleges for the first two years as a wny to serve more students. It would niso say the deficit-saddled state about \$25abandon the associate degree as million a year beginning in 1993-94, their "bread and butter" offering, says R. Stuart Marshall, an education analyst for the Legislature. He says the state estimates that expenditures in the 1992-93 neademic year for each new student will be \$2,700 at the California Community Colleges, \$4,400 at the California State University System, and \$6,000 at the University of Chlifornia system. Those numbers, he says, provide n clenr-cut rationale for shifting more students to twoyear institutions.

Assemblyman Sam Farr's hill would require that the two university systems establish formal policies "whereby qualified freshmen may be voluntarily redirected to atend community colleges for their indergraduate classes.

Regents Must Approve Policy

olace for upper-division work in eithar system. That would not only

Mark C. Krausse, a consultant to Assemblyman Farr, says: When you can educate somebody the professor, there don't

"There are great dangers in de-ing nothing," he says. "The side that did a reasonably good job di accommodating the baby book population are now made up in creasingly of minority-group bers. To turn around and now sty, 'We're not going to offer what we did before,' would be a dangaruna

Somment & Politics Government & Politics

Some faculty members at the

h March, Kern Alexander, a

Die to speak to a conference on

and stated that the conference

deserving in April. The invi-

ing formula.

that his organization woulany policy that isn't. He also that because many students at ger to live on a campus and get volved in student activities, fee those already applying to four ye institutions may want to entella

community college.
Community-college afficials they like the idea, as long as to have enough money to serve to students. Says Queen F. Ranti president of American River of med Virginia Education Secured Virginia Education Secured Virginia Education Secured Virginia Education Secured Virginia Education gued varging Loneauton sec-itary James W. Dyke, Jr., of uping to intimidate them by pessioning the link between at university and a suit challege: "I would hope that the find would follow the students. We have outgrown the funding wer ceive from the state for the str dents we already have, and we me keping the state's sebool-fi-

trying not to turn students away.

Mr. McGuinness of the Educ tion Commission of the Step palester of education, invited Mr. wonders if California may end going back on its promise to ste

"I don't know where the many is going to come from to guardin to the meeting of the Virginia people slots," he says. "Thy," have to either limit enrollment finding, a group of 41 poor school significantly reduce the quality of thicks that is suing the state for the programs."

raesupport. Mr. Dyke asid the invitation Reginald Wilson, a senior scholthe it appear that the university ar at the American Council on Fa cation and a former president Wayne County Comm unity Cd. lege, is concerned that studen may be diverted to two-year alleges based on grades, test sem or other characteristics. (The pro posal does not indicate what colleges would establish any crit ria or numerical goals for steel students to two-year institution and supporters insist the do would be the student's.)

Warehousing' of Minerities

Mr. Wilson fears that if crite like grades are used to divert stastudents who will be disproper tionutely referred to comm colleges will be black and Hispanic. So it's going to increase it warehousing of minority studen at community colleges and reduce the likelihood that they will attend four-year institutions.

Mr. Vaughsn at the University of Florida backs the idea of refe recting willing students to commi nity colleges, with the cavest that those students "not be only minu ities, only women, or only students who come from lower soricers nomic backgrounds. la other words, there must be no bies."

Phyllis L. Peterson, president Diablo Valley College, a "feeds institution for the University Californio at Berkeley, says to proposal simply codifies an a ed practice. "It actually makes lot of sense to me. We can e at the lower division at a much low er cost than the universities can

she savs. Whatever the high-growth s do to provide college opp for students, one thing is certain Mr. Callan, the California con em Illinois student. tant: States will have to come to with new ways to educate t students with fewer resources

suing after participating in an diation," which involved drinkof new members of a lacross he McDonough County State's sarety, William E. Ponein, saged 12 members of the lambacous with hazing and unlaw-lifetytry of alcohol to a minor.

tedom "at risk."

STATE NOTES

was education secretary angers professors et public university # Illinois Supreme Court allows trial under 1901 hazing statute

Connecticut board approves merger plan for two-year colleges

The criminal case had been on hold while the students' lawyers challenged the law. The lawyers argued that the little-used statute was menforceable because it was too

The law defines hazing us "holding up uny student, scholar, or individual to ridicule for the pastime of others," in n way that causes "injury to his person."

In challenging the stutute, the lawyers for the students said such

vague wording could apply to people ridiculing groups like the Ku Klux Klun or tesching works by authors such as Mark Twain o William Shakespeare, which feature satire. But the court said in its rating

that the "injury" in the hazing stst-

Gayle T. Carper, a lawyer for went too far in interpreting the stat-

ate. "I'm disappointed that our -GOLDIE SLUMENSTYK

Connecticut's Board of Govemors of Higher Education has echnical colleges with five of the state's 12 community col-

eges. The General Assembly has a year to reject the resolution before the merger goes into effect. But lawmakers could vote to start the process on July 1, the beginning of the next fiscal year.

Although a similar merger pronosal was rejected by legislators three years ago, higher-education one of the students, said the court ufficials say they are more confident of success this year, "a time

of scarce resources and increasing court acted like a legislature," she need," said Valerie F. Lewis, assistant commissioner for student

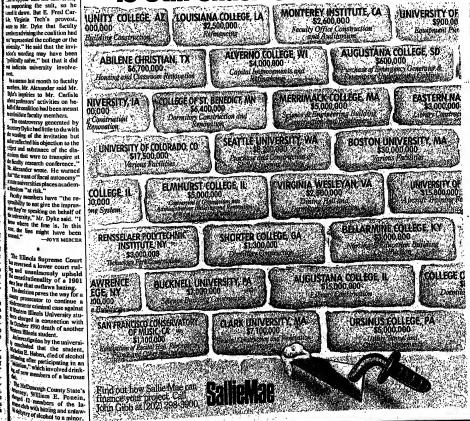
and support services.

Although some of the changes required for the merger could be made within six months, the complete change is likely to take up to 18 months, Ms. Lewis said.

Community colleges will be merged with the five technical colleges in Hartford, New Haven. Norwnik, Norwich, and Waterbury.

In some cases, the technical college cumpuses will be closed, while in others the facilities will remain in use. Approximately 18,000 fullmunity colleges in those cities. Just in the technical colleges. -J.M.

The List of Facilities We Finance Is Still Under Construction.





George Vaughan of the Institute of Higher Education at the U. of Florida: The colleges should not ebandon the associate degree as their "bread and butter" offering.

University Consortium Charged With Mismanaging Work on Supercollider

By KIM A. McDONALD

WASHINGTON A consortium of 79 universities overseeing the construction of the Superconducting Supercollider is facing a storm of criticism from investigators who sny the group's lax munagement and inexperience in construction could result in significant overtuns in the \$8.25-billion

In recent months investigators for the General Accounting Office, a House science subcommittee and the Department of Energy's have all criticized the Universities Research Association for failing to develop un adequate accoun system to track its spending and for to rise above estimated levels.

Repeated Changes

The investigators contend that URA has been unable to control the escaluting costs of its main subcontractor and, in at least one instance is to blume for the higher cost of constructing a huilding becourse the design was repeatedly changed by URA officials as it was

Congressional investigators also have uncovered a series of controversial charges to the government by URA and its main subcontractor. including \$21,322 for office plants and plant enre over an 11-month period last year; \$13,599 for professional dues, memberships, and licenses to engineering societies;

lege scholarships for the children the Energy Department. of supercollider employees.

Although Energy Department officials have publicly defended the management of the project, the investigators obtained letters from senior department officials eastigating the direction of the project and taking away some of URA's power to manage it.

The allegations have provided additional grist for critics who conmile elliptical proton collider being built near Dallus, will cost the government much more than advertised and divert limited resources fruin other research efforts. Some lawmakers say they plan to use the information to argue against continuing support this year for the controversial project.

Officials at usa und the Energy Department, which is financing the project, suy many of the problems identified by the investigators have either been corrected or are now in the process of being fixed. They also deny that the supercollider is costs in some parts of the project they say, are being absorbed by costs in other areas that are lowe

than estimated. "Our best indication is that the project is on time and within budget," says John Toll, president of URA, u consortium that includes many of the nation's leading research universities and that was formed in 1965 to manage the Fermi National Accelerator Laborato-

lars over the past few years for col-

Congressional investigators, At a hearing of a House aubcom-

that the project's subcontractor had informed URA last September that its projected costs would in- of a lower estimate for inflation. crease by \$73-million to \$383-milproject and better information

April I provided a more accurate picture of the projected costs for however, paint a different picture. the project's conventional constructiun-the buildings and ofmittee last month, Victor S. Re- fices that will be used by supercolzendes, who directed a study on lider scientists. But the GAO and the sopercollider for the GAO, the other investigators maintain that investigative arm of Congress, said much of the savings in that projection resulted from the transfer of work to other accounts and the use

Edward J. Siskin, a URA official tend that the supercollider, a 54- lion because of additions to the who is general manager of the Supereonducting Supercollider Lababout the actual architectural and oratory in Dallas, denies those

> "If these things are allowed to go on in the conventional construction, how are they supposed to control the more sophisticated parts of the project?"

He said that ofter discussions with URA officials, the subcontrac-Parsons Brinckerhoff/Morrison Knudsen, or PB/MK, proposed in February to reduce its architectural and engineering easts. But to ernment's estimate, Mr. Rezendes said, the subcontractor was forced to transfer much of the work it had initially promised to other parts of the project. He charged that many of the projected costs weren't reduced, but were simply

moved to other accounts. URA officials contend in interviews that a better estimate com-

engineering costs for buildings at charges. He says that only \$15-million uf the \$1.25-billion estimote would be transferred under the new olan.

At the henring, Mr. Rezendes also criticized URA officials for a \$1.4-million cost overrun in the bring its cost projections within the net-development laboratury. He said that much of the overrun had occurred when URA forced the subcontractor to begin construction before completing the building's design and then kept changing the design as the construction proceeded

URA officials say those changes allowed them to add more offices to the structure and to move a communications center from another facility to the magnet inboratoryadditions that increased the builds ing's cost, but would ultimately save the government money.

Charges for Lunches

Mr. Rezendes snid una's decision last year to move the supercolider's two purticle-detector hulls o a more geologically stable locaion could result in an even greater cost overrun. Although that action was intended to prevent any movement in the massive particle detectors, it could result in a 13-month delay, he said, adding \$400-million to construction costs. But Mr. Siskin says that while one proposal did note the possibility of a 13month delay, the March 1999 date for completing the halls and installing the detectors remains unchanged.

Other Congressional investigators say a separate review of costs that use allowed its main subcontractor to charge to the government makes them skeptical of assurnnces that the project is now within its estimated budget and will re-

main so in the future. In documents made available to The Chronicle, aldes for the Subcommittee on Investigations and Oversight of the House Committe on Science, Spoce, and Technology found numerous additional payments to PB/MK during the past several years over and above the profit and administrative expenses the subcontractor received for building facilities at the supercolli-

Beaides the plant-care and engioccriag-license expenses, the charges include \$12,239 for execu-

tive lunches over an H-montage od period last year, \$1.5-militar the relocation of employeestop las from November 1990 to Dec ber 1991, and more than \$10,00% a Christmas party last Decemb the posh Adolphua Hotelin Dale

Aides to the subcom knowledged that while the chay were not illegal under governe rules, their spproval by use cials contradicted assurances at and control the effort and cost Energy Department afficials t the supercollider was a bemanaged project in which the to U.S. taxpayers was being it mized.

"Are these the kind of action that taxpayer dollars should spent on?" asks Bob Reach aide to the subcommittee. "V we see in the documents does give us the Indication that ex thing is O.K.

Some Cutbacks Accepted

Paul H. Oilbert, the project & rector for PB/MK, emp nil of the expenses were should tions and were screed to be a when it selected his company as main subcontractor.

Mr. Siskin also defends charges, saying he and other t officials believed the exceeding were justified to maintain surpe Working environment and rest employees.

However, Joseph R. Ciprie who heads the Energy Dep ment's ssc project office in Dalla says he believes the charges for plants and other general ad trative costs that were paid total that after recent discussions w Ph/MK officials, "they've agree cut back in that area."

Mr. Roach also took issue wi the money paid each year by Energy Department for cells; scholarships for the children of URA employees working at the s ercollider laboratory and at Fem lab. Documents obtained by it subcommittee show that the de partment intends this year to provide \$225,000 to URA for the sthe nrships, \$112,000 of which will p to employees at the supe laboratory. Mr. Roach calls to scholarships an unnecessary for already highly compen URA officials, and says the mor ia diverting resources from struction of the supercollider.

'We Are Satisfied' Mr. Toll of Uaa, however

the scholarships are necessity is attract scientists and admitors to the two laboratories, Kins of them "are leaving scade stitutions where they have similar benefits," he says. In defending URA's man

physics, not because they are exof the supercollider, Mr. Tolles "Not surprisingly," he adds.
"Ye had to help them." phasizes that URA "has been per forming well and faithfully" cording to its management of with the Energy Department, as a has in the management of Ferni "The ssc is still primi construction project, moving ward a laboratory, Mr. Tolish But, he adds, "obviously, it's en responsibility to manage it as at as possible. I think that's bring

Publicly, Energy Department ficials agree. We are salisfied with URA's progress to date.

ur Cipriano of the SSC project of-

But recent letters to URA officials ion Mr. Cipriano and other Enerp Department officials contradict the statement of December 30, 101 for example, Mr. Ciprinno ande to Roy W. Schwitters, directorof the supercollider laboratory, habisdepartment was "very cun-graed about URA's ability to mun-

ud subcontractor costs, nnsatis-

body work authorizations, un-

par working relationship" be-

turn the subcontractor and the

"Some of the blame washes over

the subcontractor," Mr. Cip-

risso says. But he emphasizes that

ITA is not la danger of losing its

management contract with the En-

gency officials continue to over-

see and co-sign the payments that

"It's not punitive, so much as

lit. Clpriano notes that URA offi-dis were chosen to manage the

But some critics wonder how

tech siditional help will be need-

ed when engineers move from de-

distructing the substome-parti-

wa makes to subcontractors.

raining." he adds.

in construction."

inde financial reports, and

usercollider laboratory.

1Am Extremely Upset'

pier the cost plus award fee type d subcontract with PB/MK." Mr. Cipriano wrote that u study by the Energy Department's insector general found that the unis to date were "excessive" because of numerous changes during estruction, the incompatibility with the accounting codes used by alcontractors of the system use by use officials to track expendiures, the inability of URA to con-

Aides to the Subcommittee on Investigations and Oversight of the House Committee on Seience, Space, and Technology, however, calculated that the cost of the materials, photocopying, and shipping to comply with their request could not have exceeded \$3,000. They maintain that the ngeney's esti mates of the labor to compile thos materials are absurd and show the extent to which the department will manipulate its accounting of super collider spending.

la another letter to Mr. Sehwites, dated January 24, W. Henson More, then Deputy Secretary of

Energy, wrote that he had keeped that the overrun prob-'Deeply Troubled' The dispute over the costs began as are continuing and may even in mid-February, when Rep. How te getting worse. I am extremely ard Wolpe, a Michigun Democrat use at this news and URA's rewho chairs the subcommittee wrote to James D. Watkins, the "You have known about this Secretary of Energy, detailing a list of documents he said his staff needwhen for some time and have exaldressed it." Mr. Moore addel, acting that he was taking awny ed by March 2 for nn April hearing

Wa's responsibility for paying on the supercollider. A week later Mr. Watkins wrote sticonnectors and approving cona letter of complimit to Rep. sherios changes, "This shows in George E. Bruwn, Jr., a California weshek of management ability on Democrat who chairs the science the part of URA when it comes to

Mr. Cipriano says the two letters In the letter, Mr. Wutkins suid he are intended to send a strong was "decply troubled" by what appeared to him to he "un ongoing essage to the subcontractor to re enmpaign by the chairman of one of costs and cost projections. your subcommittees, the purpose "We told PB/MK that if they sin't shape up, we'd find another of which appears to be harassment contractor," he says. "And of, and a political diversion of resources from, the department they've made some remarkable im-

"Over the past year, this de partment has provided enormous amounts of Information (including nenrly 50 boxes of documents some 100 magnetic disks, personal interviews, and answers to at least 80 detailed questions) to chairman Howard Wolpe to assist the Investigations and Oversight Subcom mittee's seemingly endless 're view' of the ssc. Such requests are both costly and burdensome in terms of time spent searching files, reviewing documents, and preparing copies. We estimate that last ercollider project "because year's efforts cost the American ary are experts in high-energy taxpoyer over half a million dol-

40 Boxes of Documents

When Mr. Wolpe asked the department to prove it, agency officiala provided him with a five-page ing and erecting buildings to be more difficult technical task of list of charges totaling \$654,670.

They included \$71,250 for the work of employees at the department's headquarters, \$7,920 for in-These things are allowed to go terviews between the subcommit tee and agency employees, and \$8,500 for reproduction costs.

in the conventional construcon, says Mr. Roach of the subannatice, "how are they sup-At the department's ssc project ficial to control the more sophisti-tied parts of the project?"

At the department s are project office in Dallas, the agency said 20 employees worked the equivalent memployees worked the equivalent

Testy Wrangling Over the SSC Extends to the Cost of Answering Questions From a House Subcommittee

WASHINGTON How much does it cost to prepare for a Congressional hearing?

For a one-day hearing on the Superconducting Supercollider lust year, the estimates vary widely-from \$650,000 to \$3,000.

Officials at the Department of Energy soy that the documents requested by a Congressional committee for the hearing last May cost the agency mure than \$650,000 to produce. The demands, they say, effect the extent to which some lawmakers will go to hamper efforts to build the supercollider.

Subcommittee aides, however, calculate that the east of photocopying 40 boxes of ducoments, buying 17 boxes of computer 'floppy disks," and overnight shinning for 15 40-nound boxes should come to no mure than \$2,804. Assuming that the agency "hurned out" a photocopying machine to comply with the request, they say, the agency would hove to

listed \$484,000 for the labor of the

equivalent of 350 employees work-

ing two days to put together files

views with subcommittee staff.

of 10 days on the requests for a total cost of \$60,000, and Congres-sional interviews added \$6,000 in department's overall cost figure, Jahor and travel costs. For the ssc., that would leave about \$641,000 for laboratory in Dallas, the agency

'A Great Deal of Liberties'

Subcommittee aides say the the equivalent of 200 employees claim that it took the equivalent of working two days to answer ques-550 people working two duys at the tions, and \$17,000 for labor and ssc laboratory to respond to part of their request is absurd. They also travel costs to respond to interdispute the travel charges, saying most uf the interviews were condocted when ssc officials were in Washington on other business.

'They took a great deal of liherties in what they chorsed us costs." says Bob Rouch, an aide to the subcommittee. "These guys are onscrupulous when it enmes to changing numbers."

Joseph R. Cipriano, hend of the department's ssc project office,

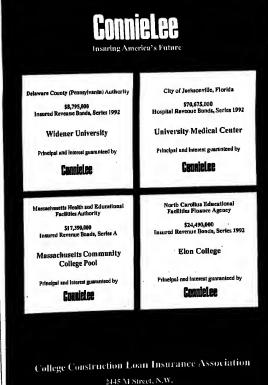
which prepared the estimate, defends the charges, noting that it took employees an unusually long time to so through lifes, because of committee's request.

"Think of how many people it takes to go search, find, copy, and index 52 boxes of documents," he says. "I would say the amount of money we indicated is not unreasonable. I would say the cost estimate isn't off by much."

Mr. Cipriano says the high labor ensis were due partly to the fact that the ssc project office and the ssc laboratory did not yet have in place an efficient, compoterized system for filing and retrieving documents

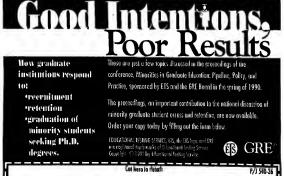
agency's calculations a perfect example of "the creative accounting that is the hallmark of this project," with one difference, "Instead of using creative techniques to deflate costs," he adds, "here, the department inflates them."

-KIM A. McDONALD



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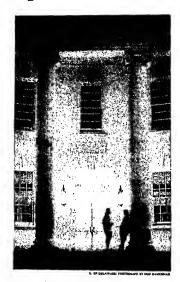
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WASHINGTON UPDATE

- House rejects plan to aliminata support for Space Station
- Report urges study of athical implications of genome project
- Scope of fadarally financed drug research is questioned
- Humanitias endowment saaks applications on democracy
- Fedaral judga will not ordar arts endowment to open meetings

The House of Representa-ites voted last week, 254 to 158, to reject a proposal to end

wanderent to strip an authoriza-tee of \$2.25-billion for the Space sucs." —SCOTT JASCHIK Spries from the resuthorization ad Space Administration. The -undment also would have stinuused that \$1,1-billion in funds outorized for the project would have lenshifted to other NASA science

Rep. Tim Roemer, an Indiana Amoral who sponsored the progod, said that the governm hold not finance the Spince Stato because the money was needal elsewhere. He also said that shik worthy science projects lack taken was proposing billions for a popum of limited scientific value. "This is a Space Station in such of a mission. It is lost in

por," Mr. Roemer said.

publican: "The Space Station will push scientific knowledge forward. It is collectively believed by the medical-research community that the statius can help develop an un-The proposed cut came in an derstanding of many vitally impor-

> The Secretary of Health and Human Services and the Secretary of Energy should jointly establish an advisory commi aion that would look at the ethical, legal, and social implications of the Hunan Genome Project, according to a report released by the House of Representatives Committee on Government the investigative arm of Congress.

The commission would then make recommendations to the executive branch, Congress, and state envernments.

The Human Genome Project, backed by the National Institutes of Health and the Department of Energy, seeks to create a map of Supporters successfully argued the sequence of the genes on all the that the Space Station was an im-Week Indied Rep. ConStare A. Morella, a Maryland Rewill enable researchers and doctors
week link it is time to review whemare the budget commitment to re-

that a person will develop certain illnesses. But even supporters admit that the project raises many ethical concerns.

"There is a fear that genetic information will be used to identify those with 'weak' or 'inferior' genes who will then be treated as a 'biological underclass.' " the report saya. -STEPHEN AURD

Congress should evaluate the role that federally financed research plays in the nation's fight against drug abuse, according to a new report. The General Accounting Office,

says in its report that only 4 per cent of the country's spending to combat illegal drug use goes to building new knowledge and developing new technologies.

"Given the needs we heard identified by both resenrehers and research users-that is, a variety of basic and applied studies, including evaluntions of drug polleies-

broad priorities on what directions it should take," the report says.

In preparing the report for the on Government Operations, the General Accounting Office reviewed extramural research grants that are supported by the National Institute on Drug Abuse and the Office of Justice Programs in the Department of Justice. The grants focus on the eauses, prevention and treatment of drug abuse.

The GAO also found that while support for treatment and prevention studies has increased substantially since 1987. financing for studies on the causes of drug abuse one-tenth of 1 per cent of the nation's drug control budget." -S.B.

Lynne V. Cheney, the chair-man of the National Endowment for the Humanities, has announced a new effort to support granta on democracy.

All of the endowment'a divisions, offices, and programs will be involved in the effort, which calls for proposals on philosophical, historical, or cultural examinations related to the subject of democraey. The NEH also encouragea scholars to propose projects that make use of overseas libraries, arehives, and scholars inaccessible

under previous reglmes.

Duane DeBruyne, a spokesman for the NEts, said that the program was similar to ones in the past dealing with the American bleentennial and the Columbus guineentennial. "We would like it to be known that

search is appropriate and to set this is a subject of particular interest to the endowment," he said.
"There is, however, no money being set aside for these projects and Chairman of the House Committee they will be judged on the sume crily merit and intellectual integrity."

> A federal judge last week de-nied a motion to open to the public working-group meetings of the National Council on the Arts, the advisory council to the National Endowment for the Arta. The meetings remained closed last week.

U.S. District Judge Norma Holloway Johnson said in her decision that the plaintiffs-The New York Times, The Washington Post, and The Philadelphia Inquirerhad failed to show that they would "irreparably injured" if the court did not issue nn emergency order to open the meetings.

Four times a year, the Presidentially appointed bonrd holds open meetings ut which members discuss endowment policies and grant members have begun to hold elosed meetings with endowment staff members, usually the day before n public meeting.

The three newspapers charged in their suit that those sessions violated federal open-meetings laws. But Judge Johnson wrote in her deci-Congress intended interested parties to have access to every hearing at every level of the information gathering and preliminary deel

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Colleges Are Pressed to Reconsider Foreign Ties

the bill to reauthorize the Higher Education Act would require colleges to report large gifts from foreign sources. When a similar provision was enacted five years ago, supporters said it was needed to combat anti-Jewish restrictions ut-Joched to some gifts from Arab donors. But nuw supporters of the provisiun also say it will help prevent improper links between American colleges and nations that are economic competitors of the United States

Higher-education officials say they are troubled both hy the specific developments and by the philosophy that underlies them. Says Gene L. Woodruff, dean of the Graduate Schoul at the University of Washington; "Trying to keep sccrets in the world of graduate edu cution and research is a sure ticket to mediocrity. The Idea that we can somehow build on information wall around this country is very shortsighted."

Lawnukers and others who want universities to be more careful about their foreign ties say higher education has not moved quickly enough to educate more Americun students or help American businesses.

In his speech to scientists, Mr. White of the Commerce Department said: "Universities must find ways to link their research more closely with needs of society, working more with private companics. An universities themselves become multimutional, they must be sensitive to the value of the very thing they create-knowledge.

Ha added: "Knowledgo is inflnitely reproducible, infinitely reusablo, and actually increases in val-

Rep. Paul Henry, a Michigan Republican who sponsored the bill on foreign students, says that his leg-Islation is needed to close a loophole in federal law, which normally bars the awarding of student pid to foreigners. But the law does not restrict universities that receive federal research grants from providing funds to foreign students for work on those projects, Mr. Henry

Chances for Passage Unclear

In introducing the bill, Mr. Henry said the funds that go to foreign era were indirectly hurting the country. "Why are we using tax dollors to train individuals who will take their skills abrood and work for foreign companies that compete against us?" he asked.

Mr. Henry saya his bill will not cause serious problems for American universities because it does not bar them from doing anything, but to initiate creotive programs tho will draw more American atudents toward math and sciences."

Chances for quick passage of the bill are uncleor. Administration officials and the Democratic leader ship of the science committee are skepticol about it. But Mr. Henry has vowed to purate the issue and he has support from a variety of

His bill bas been endorsed by

State University and the author of Organized labor is also interesta controversial repurt that con- ed in the foreign-student issue. tends that American universities Dennis Chumot, the AFL-CIO's exfavor foreign students over black ecutive assistant to the president of students, Mr. Murris, whose re- the Department of Professional port has attracted praise from Employees, says that the union has muny black educators, says ne-tiuns like Mr. Henry's bill may be university ties to foreign companeeded to prod universities.

"Who knows? American univer- says he is pleased that members of sities may then have an incentive to find African-American potential science Ph.D.'s in a manner more like the way they seek A frienn. A merican notentially out- as employees, as research assissanding athletes for revenue-producing spurts," he says.

Mr. Morris says that, if anything is wrong with the bill, it is that it doesn't go far enough. He wants Cungress to require that federal ngencies give preference in award-

"Why are we using tax dollars to train

Individuals who will take their skills abroad and work for companies that compete against us?"

ing research grants to institutions that graduate high numbers of minority doctorates. And he wants Congress to require that for every federally supported project in which more than one reaesrch as- that they admit foreign students besistant will be hired by a university, that one American minority student be hired for every Internation-

nesses and to gain support that

Frank L. Morria, dean of graduate Rap. Paul Hanry says his bill may push colleges to create program to "draw more Amarican students toward meth and soleness."

is not forthcoming from American

Mr. Woodruff of the University of Washington saya: "Internationcause they want to come, and they ure outstanding students and contribute enormously.

At the University of Washingtun, foreign students make up about 5 per cent of the undergradunte student body and 15 per cent of the graduate student body. "These students generally raise our standards becouse they are such outstanding students," he adds

nies or students. But Mr. Chamot

Congress are questioning the rela-

foreign students primarily to serve

tants, then the positions should be

treated like employee positions

tempts should be made to fill the

slats with Americans," Mr. Chn-

College officials view the in-

ereased attention on their for-

eign ties with trepidotion. They ad-

amontly oppose Representative Henry's bill or any legislation that

can admit as students or the com-

panies with which they can work.

Jules B. LaPidus, president of the Council of Graduate Schools,

says: "These restrictions would be

the antithesis of the idea of an in-

ternstional scientific community.

aries, and if you do, all you do is

compromise your ability to achieve

colleges need to remind lawmakers

eign companies to leurn from thuse

Mr. LaPidus and others say that

your scientific goal "

It's meaningless to draw bound

mot savs.

and not student positions, and at-

"If universities are recruiting

Charles M. Vest, president of the Massochusetts Institute of Technology, says the only majo change that is likely to come of all the government reports and pronosals on universities and their foreign ties is more poperwork.

But he says that the proposal even if never enocted-domage the

"it's meaningless to draw boundaries, and

If you do, all you

do is compromise your

ability to achieve vour scientific goal."

country by shifting attention away from the real problems: lack of interest in science by American youth and limited Interest in longterm research by somo Americum companies, Savs Mr. Vest: "There is a broad, growing isolationism in the United States," part of which involves placing the blame for the cause of the talents of thoso students and that they work with forcountry's problems "uutwurd rather than inward."

He adds that the econumic problems of the United States will not be solved by isolationism, but by a willingness "to educate and develop enthuslasm in our young people for education and for working in

Examining Communication

College officials say they will try to fight what they see as isolationism by pointing out the problema with various proposals. But they also say the recent developments have prompted them to reconsider bow universities present themselves to the public, and what ideas college officials need to better communicate to lawmakers and averago citizens.

Mr. Vest says the criticism of universitiea' foreign ties stems in part from a false aense that universities have a primary mission of helping individual componies do well. "I think many people, both within and without academe, have tended to focus too much on the direct, utilitarian value of universities and their short-term economic impact when university research is primarily of long-term benefit to the nation," he sava.

Mr. LaPidua of the Council of Graduate Schools says universities must make the case that discoveries do not just benefit the nation where they were made. "Somebody develops a new theory on a chemical reaction and that helps chemists all over the world," he says. "Universities need to show. in as many ways as they can, that research benefits everybody."

Government & Politic

U.S. Considers was of policy experts that generlederal support for academic cente has led to more academic New Approach soust and more research prohas then the government in on Overhead Cast it-or willing-to support. The federal guidelines for over-Continued From Page A27 where's the new formula?" I

Some members of Congress

however, criticize universities

treating federal research support

an entitlement. Institutions fell

research as part of their mission

provide quality science education

regardless of how much feder

The Traditional Partnership

mony experts say, are fandament

questions about the tradition

seureh partnership between i

Brookings Institution, is the enter

responsible for the overall health

the academic research system.

tect the long-term health of the

earch enterprise, both the gove

ment and universities may be

research projects and devote money instead to renovating

Government and university

cials alike express caution at

tinkering with a relationship

pre-eminence in basic science at

which they attribute the mic

sacrifice some current st

search facilities.

Mr. Smith suggests that ton

to which the federal government

government and universities.

At iasue in the current debe

universities would have to

noney they received.

sement hove long pled that they are designed to rale sare the government "bears is fair share of total costs." To Essential Questions

But despite the guidelines' maze acknowledge, critics charge, the

d prescriptions and prohibitions is charging costs to the government, the system does not address no seemingly essential points. First, what are the total costs of greech, at either an institutional er a national level? And second, townich would the government's share of that total be?

The first question has not been assered because universities are ected to pay part of the costs of teench projects, but they are not One of the critical question, suggests Bruce L. R. Smith of the mont the total suppor tey provide. Without that inforgam, it is impossible to say what mon of the costs universities are * bearing, and what share the at is now paying.

We don't even know what the ment share is now, fair share or M." mints out Dennis F. Douperty, sesior vice-president for ation at the University of them California.

Greg J. Baroni, a partner in ung Pent Marwick, auggests that legorerament in recent years has medaway from a policy of reimwitt universities based on their and costs and reverted back to "teatitrary and unilateral" np-

graduuto education. "The maintonance of s sim university research aystem, which is now second to none, is obvious in the national Interest of the Un ed States," says William F. Russ special ossistant for health shirt to the director of the While Hour Office of Science and Technoof Policy. Mr. Raub is executive see retary of the oma committee

As the partnership evalved ale World War II, universities if ceived generous public support for academic science and relative in tonomy in spending the most

Mr. Smith says. Adds Mr. Chubin: "The partnership was based on a fir smaller, more concentrated, mo ous research co than what we know. It was jet different era." The contract, says, "is being renegotiated it

turbing trends has pressed bet partners to re-esamine their rules Reports of scientific mis duct and revelations about rassing espenses that State University and some of the s

tion's other leading res versities have partly billed to the government as the overhead open of research. A seemingly insatiable

mand for more research month college campuses.

Agencies' concerns about ing overhead rates a rise pri ly driven by universities' e ronovate and expand de research facilities.

The government's dwn die The argument from \$ 800



David J. Lyons, vice-prosident for business and finance at Reckefellar U. Tha quastion is, where do we stop—where's the new

prouch of decades ago. In 1947, overhead rates were limited to 8 per cent, points out Mr. Baroni, who is in charge of pruviding services related to grants management to many research universities.

That rate mount that for every dollar is university received for the us high as 70 or 80 per cent.

direct costs of particular research Now some absolute limits have been imposed again for some reprojects, it would receive 8 cents search programs and for certain exfor overhead. The limit was arsdu penses, and there is interest in ally raised to 20 per cent, and then Congress and the Administration dropped ultogether in the 1960's. Since then, leading private rein additional limita.

Mr. Baroni also sees another historient shift in the government's re-

lationship with universities now being completed. In the early years after World War II, the Defense Department was the primary sponsor of university research. Early on, the Pentagon embraced a mixsion of building up top universities to insure the quality of military re-

Stretching Federal Dollars

The Department of Health and Human Services has long since overtaken ood as the biggest supporter of academic research. And HHS, Mr. Baroni adds, has a reputation us n much tougher negotiator than the Pentagon, more interested in stretching federal research dollars thou in wurrying about the health of institution

Interest in Congress and the Adninistration in the HHS approach is growing But many campuses are trators want the guvernment to provide incentives to universities. o ent their actual costs, not just to shift costs tu institutions.

The rise in university overhead rates. Mr. Buroni adds, is largely due to the custs related to the read untion of academic research facilities. But the actual proportion of federal research money being spent on overhead has risen little in

recent years.
In fact, based on his own firm's experience in helping negotiate overhead rates for universities, other non-profit organizations, and businesses, Mr. Baroni says that universities' rates tend to be significantly lower than the rates for the other two. "This is the least expensive research available."

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Education reform. The Education Depart ment has assued final rules for a great are ment has saxed final rules for a new pro-mer to finance partners hips between in-stitutions of higher education or feed at curricus II. The memory of the curricus II. The memory of the curricus III. The curricus III. Buth's education-reform present II. Fed-cord Resister, April 23, Pages 14, 964-81. The instance II. The curricus III. The rules and the compiliance with numericus provenance to curricus III. The rules simplify the parent procedure. The rules simplify the parent procedure greats I file 89 hip requested counterts.

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The Veterans Affairs Department has Issued find rules that permit veterans to receive benefits to pay for flight-training courses. The titles also amend the work-study allowance and change the method for determining the end of eligibility far education benefits the color of the titles of the titles

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Copies of bills may be obtained from Representatives (Washington 20515) or Sengtors (Washington 20510).

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live Durina (R-Cal.) and 12 others. Vacational adnesilor, na 475 would es-rabilish a federal youth-apprenticeship program for students who do not attent fruit-year colleges and would set up a matchiagemar program to encourage states to assist la the effort. By Repre-sentatives (Gnadersoa (R-Wis.) and Guodina (R-Pa.).

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It was as if Russian ecientists of just discovered American

First came a letter from St. Petersburg, written in English, explaining a research project in hydrodynamics and asking for n grant from the W. M. Keck medition Then another and nother, until a total of 29 letters from Russian scientists land been received by the foundation in the "When they began to mount up.

se tried to figure out why we were getting them, and what the mystery program officer of Keck. The tetteruniers were on the right track-the gant making in science, medicine, and eagineering—but they were definitely using the wrong approach. A food of similar letters doesn't go over well, Ms. Glass said, and the foundation does not owned grants outside the United States.

The letters came from faculty nembers and others conducting resuch in physics, biomedic otranography, geology, and clvil neering. But the projects also aded a school for hearingimplied children and a printing oue for academic journals.

"It looked us if someone had atta a foundation directory to lusia and said, 'Here, go write

kaen," Ms. Glass said. The Pew Charitable Trusts has so received four letters from idividuals associated with the Russian Academy of Sciences, Pew dies not award grants ohrond

Anthropology professore at da University of California at Serkeley have algred a pelities protesting the name thange of the Lowie Museum of Anthropology to honor Phoebe Apperson Henret, a major Several faculty members and

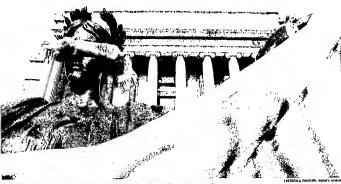
dents accused the museum of hanging the name to obtain ons from the Hearst sundation. Ms. Hearst was the Rother of William Randolph Hearst, he publishing magnate. Gendd D. Berreman, the Polesor who organized the Polition, called the name change an insult to Professor Lowie and on final to scholars." Mr. Lowie was Berkeley faculty member from 1917

Button Beacdict, a professor of minopolegy and the museum's defended the action, aging, "Phoebe Apperson Heerst wasted the museum and she imported it and the department of minipolegy for acress and action." The Hearst Poundation has given 16,000 to the museum to survey the Sign of restoring its collections, Mr.

Seedict said.

Ye hope to get quite a lot more seem to the said. We should be said. We should be said to the said. We should be said to the said. We said to the s

Business & Philanthropy



A plea to curb Columbia's policy of need-blied admissions prompted a major protest in February, Students blindfolded the status "Alma Mater" is front of the Low Memorial Library.

Tensions Appear to Ease in Confrontation Over Financial Management at Columbia U.

Faculty members and administrators endorse cooperation in tackling university's budget problems

By ROBERT L. JACOBSON NEW YORK

When some 160 members of Columbia University's faculty of arts and sciences came together two weeks ago for a special closed-dnor meeting, the stage appeared to he set for a major clash with the centrel administration—possibly including a vote of "no confidence" in President Michael I. Sovern and Provost Jonathan R. Cole.

Tensions were high, criticisms and recriminations crackled ocross the campus, and even the board of trustees become involved as dozens of faculty ectivists focused anew on persistent questions about Columbia's financial health and management.

"There ere a lot of people who are very concerned about the leodership" of the university, said Donald C. Hood, chairmen of the faculty's executive committee, not long before the closed-door meeting

Role of Shared Governance

By last week, however, most of the key people involved agreed that things had ealmed down. The fact that the crisis had eased just when it seemed ready to explode may point to a new appreciation of the role of shared governance in higher education's efforts to handle the financial pressures of

Columbia's faculty committee hod called for the closed meeting in a report that questioned the administration's competence and raised "serious concerns" about the university's fiscol direction.

In fact, the orts-and-sciences faculty had



Donald C. Hood, chair expeutive committee: "There are a lot of paopin who are vsry conesmed about the rship" of the university.

expressed doubts for months about the size of projected deficits, the administration's candor and skill in dealing with them, and the faculty's own ability to influeace the course of events. The doubts in cluded a judgment, challenged by the administration, that the university was not adequately evaluating or planning for projected budgetary "shortfalls,"

"We are confused over who is responsible for critical management and policy de-

cisions," the executive committee suid. and it assailed preliminary plans to eut fac-ulty positions and modify Columbia's traditional policy of admitting uli students without regard to financial need.

The prospect of curbing need-blind ndmissions prompted a major campus protest by Columbia students in February, and the Imditional policy was preserved for at least ose more year-in part by an agreement to trim faculty roises while increasing undergraduate enrollments and alumni fundreislag goals.

'Some Very Positive Signs'

Faculty members also ogreed to expand their role in freshman advising to reduce the need for administrative involvement.

While much of the past year has been marked by cerianony over the arts-and-sciences budget, by the time the foculty gathered for naother meeting last week-its last of the academic year-most particlpants appeared to have stepped back from o confrontational approach. The idea was taking hold that whatever financial problems the university might face, they were likely to be exacerbated if elements of the faculty and administration were perceived to be at loggerheads.

Mr. Hood, o former vice-president fo arts and sciences at Columbia, said that despite continuing reservations, he was beginning to pick up "some very positive signs" that university officials were interested in improving faculty involvement in pinnaing and budgeting.

Added Katherine D. Newmun, associate

Continued on Following Page



Tensions Appear to Ease in Confrontation at Columbia U.

Continued From Preceding Page professor of anthropology and vice-chair man of the faculty's executive committee: "We believe there ore avenues open."

Some of the more outspoken faculty critics of the administration, while keeping their options open, were clearly seeking to adjust to a spirit of accummodation.

"I'm trying to keep the tune down," said Don J. Melnick, chairman of the anthropology department, after the faculty's special meeting two weeks ago. "I don't want to fan any flames."

Mr. Melnick was one of 25 arts-and-sciences chairmen who signed a statement last fall that many observers interpreted as a threat to resign en masse if the university attempted to impose new budget ents on denartments. No resignations occurred and in revent weeks there have been conflicting accounts of whether any - clinirmen were still thinking of resigningor, in fact, whether may had meont to threaten such actions last fall.

In any case, roflecting on the recent caucus, Mr. Melnick observed that the artsand-sciences faculty had "made some progress in opening channels of communi-

"We're trying to deal with this in o rational, responsible way," he said.

'Common Base of Understanding'

Another sign of changing attitudes was a decision by the university's governing board to create a special trustee committee to consult with faculty representatives on financial issues. The committee will "try to get a common base of understanding [nnd] to listen," said G. G. Michelson, chairman of the board. "Our object is to go forward and have a healing process."

Mrs. Michelson, who has been senior vice-president for external affairs et R. H. Macy & Company, spoke several days after the trustees had taken the unusual step of distributing a document that severely criticized the faculty committee's report In a stinging rebuke, the board released

un analysis that described the faculty repurl as full of inaccuracies. The snalysis implied that faculty leaders were threatening the very "atmosphere of trust" that they had said was assential to protecting the university at a time of financial stress

On the other hand, the vice-president for arts and sciences, Martin Meisel, followed the Implices' assessment with a letter to trustees and faculty colleagues in which he praised faculty leaders for helping the university avoid a hiring freeze and other potentially damaging actions.

As the dust began to settle last week, faculty and administrative leaders seemed to have enterged from months of hudgetory uncertainty with a two-fold understanding: That the uncertainty would continue, on that they would have to work more closely and more constructively with one snother to deal with it.

"These problems can be solved without politicizing the discourse," Mr. Cole, the provest, said after the faculty's closed meeting foiled to produce a public attack or call for action against the administration,

Mr. Cole acknowledged the need for a continuing budgetary "dislogue" between the central administration and the artsand-sciences faculty, which was created last year out of five academic divisions of the university-Columbia College, the Graduate School of Arts and Sciences, and the Schools of the Arts, General Studies. and International and Public Affairs

"I'm interested in working for the welfare of the university," said Mr. Cole, "We have a tremendous amount of work to do to take a great university and moke it stronger.

The provost's conciliatory language contrasted with a widely held faculty perception that he had been rejuctant to share decision-making authority over the budget. Indeed, even as he projected a desire to improve cooperation with the faculty. Mr. Cole endorsed the trustee subcommittee's crilique of the faculty report as "an accurate portraval of what's been going on."

U. of Delaware and 2 Faculty Members Settle Disbute Over Grants From Pioneer Fund

NEWARK, DEL. Two faculty members who had charged -A the University of Delaware with violating their academic freedom for barring them from seeking grants from the Pioneer Fund have reached a settlement with the univer

The university last year banned Linda S. Gottfredson and Jan H. Blits from recelving grants from the Pioneer Fund sfler a faculty committee said the fund had aunported research projects that were in direct conflict with the university's goal of promoting racial and cultural diversity. An arbitrator later ruled that the university must allow the two to apply for grants from the fund (The Chronicle, September 4, 1991).

Projects on Intelligence

The foundation has awarded several grants to Ms. Gottfredson and Mr. Bilts. both faculty members in the educationalstudies department, for research projects that focused on differences in Intelligence based on race.

In an Interview last week, Mr. Blits said the two had been subjected to a "very broad, pervasive pattern of harasament. even after the arbitration.

Under terms of the aettlement Mr. Blita d Ms. Gottfredson will receive a year's psid leave of absence. The settlement also

Other terms were not disclosed.

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stipulates that a "neutral observer" will oversee Mr. Blits's bid for promotion to full professor next year, Mr. Blits said.

In a statement, Ms. Oottfredson and Mr. Bilts said they were "very pleased" by the settlement. Maxine Colm, the university's vice-president for employee relations, said the university considered the settlement "an amicoble accord on all outstanding is-

document said "and the 'shoot the messenger' phenomenon is well known to all of Costs of Benefits, Cuts in State Aid

"This is n time of great stress for Ameri-

ca's research universities," the Irustee

Columbia officials have described its budget problems as similar to those offlicting most major research universities. The main components, Mr. Sovern and Mr. Cole reported in December, include unexpectedly high fringe-benefit costs, particularly for health care; a new ceiling on feder-"indirect-cost recoveries": and new cuts in state oid.

Over all, the two administrators said Columbia was looking at potential shortages of \$50-million out of an estimated budget of \$980-million next year, and \$87-million out of an estimated budget of \$1.02-billion in

However, through selective spending

principally are concerned about teaching and research. They're not budget to

Business & Philanthico

All the sume, in an effort to breaden derstanding and support of the anverse long-term financial needs, the administratiun recently appointed a 45-member str. tegic-planning commission of facults members, administrators, students, ad alumni. Mr. Cole is the chairman.

For his part, Mr. Sovem said that while the administration had tried repeately a clarify budgetary projections for pole sors, he assumed it had to "bear some tesponsibility" for apparent miscommin tions about the size of projected deficit

Part of the tensions at Columbia ha been a concern that internal controvers were being inoppropriately aired in publi The New York Tunes had published and count last month of the faculty executive committee's report before some advant sciences faculty members had had an a portunity to see the document itself.

Said Mr. Cole: "There has been a con certed effort on the part of the presiden

"I'm interested in working for the welfare of the

university. We have a tremendous amount of work to do

to take a great university end make it stronger."

cuts and revenue adjustments, including reductions and other chonges worth \$5.1million in the arts and sciences, total shurtages are now projected to bit \$15-million in each of the next two years. Most of the remaining deficits are to be covered by increases in the 5.5-per-cent slice of recent endowment earnings that the university would typically use for operating ex-

Columbia's endowment has grown from shout \$525-million in 1980 to more thun

Mrs. Michelson, the board chairman. said last week that she considered the university's fiscal problems to be "munage-Columbia is on "much sounder footing" than many other academic insti-

Mistrust for a Moving Target

In the view of many arts-and-sciences faculty members, Columbia's budget estimates have been o moving target. Several faculty leaders said they did not fully understand or trust the administration's figures. But Mr. Cole suggested in on interview that the responsibility for any misunderstanding rested more with foculty members than with the administration.

"It's ioleresting," he said. "You can send out signals [sbout budget problems] for a long time, and they're not always received."

Committee on institutional Coopera-tion.

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—For publication of the second edition of Obsectory of Artisean-American Reladious Bodiese 520,864 over 1we revers to Howard U. How as annuel symposium and published to the second state of Artistophy and Religious and Religiou

"Il's not just a matter of people not pay-ing attention," Mr. Cole added. "Faculty

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myself, and others to keen the disco within the family, within the community

Many faculty members seemed to she that goal. As their meeting was about begin two weeks ego, university empley ees were stationed outside the meeting roum to check faculty credentials. The turned nway several reporters, as we'll some faculty members from other unive sity divisions. Inside the room someon had scrawled across the blackboard: "Art und Sciences Faculty Only. No Press."

Some observers attributed the upros over Columbia's budget to the fact the growing deficit projections had coincide with the long-delayed creation of a single urts-und-sciences faculty.

"If we had managed to create it fin years ago," said Mr. Sovera, "we wouldn't have had nearly the same kindel concern because we would have worked out the mechanisms" for commi on the budget.

A professor who had pushed for the six gle foculty, David J. Helfand, chairmand the astronomy department, said Columba previously had been "one of the few u versities that has not had very much of direct faculty role in governance

Now that a structure exists for faculty "engagement," he said, the faculty wash a bigger role in the budget-making proc But be said it was not yet clear whether professors were "willing to commit to time, energy, and resources" seeded ! influence the process over the long term.

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A Campus Judicial Board of Offset College has suspended two sidents and placed a third on probation for their involvement is a racial braw!... The board has hard...

The board has been conducting bearings is the wake of o brawl that involved 70 black and white andens in April. Since that incident mjority of the college's 57 black what have left the campus. The judicial hearings were closed to the public, and college

trators would not discuss Audiner But students brought emitted to bring a counsel to advise mem. DaVonne M. Pierce, a fermitory resident adviser, served o musel to some of the black andons at the hearing and reported

he board's actions. He said one black student and me white student were suspended from year, Another white student was put on social probation, which has him from participating in

"I think they're trying to muke it lok fairby kicking out one white ond os black student," Mr. Pierce said. "But it's not."

Three law atudeuts at the hiversity of San Francisco have bealuned a written warning forhading out coodoms on the

ampus, The students said their octions scepart of an AIDS-awareness capaign. But a statement issued by saversity officials sold that disbution of condoms ut the lessil-operated lostitution "violotes the moral tenets and tenchings of the Catholic Church.

he Outsolie Church."

A disciplinary-hearing committee found the students—Lisa Hillegas, larguret Roth, and Murgarita Guierrz—gully of refusing to obey the order of a campus police officer by top handing out the condorns. The committee relativespran place The committee chalrwoman olso sured them that "more severe disciplinary action" could result if they distributed condoms again.

Georgelown University has revied its decision to recognize a pro-choice stodent group because university officials said that trying to strike a balance knives freedom of speech and pldelines that pro-libit rocacy of abortion proved to be

opoulble.
John J. DeGloin, denn of student affirs, said the university agreed to ryout of Uchdee in 1991 "to proble a setting for the free change of feets." However, the deb could not seen as the total lif, DeCloin said he met with dip leaders 23 times during the past rur for insure that they adhered to the change of the change of the change are to the change of the change of the extraordinarily complete the extraordinarily complete the s extraordinarily conscientious orts of the group's leadership and steasive supervision. y wetterve supervision, sprailing speech from advocacy sortel unmanageable."
Students shat they would brill abother informal organization a the university. the university

Students

Angry Protests Over Diversity and Free Speech Mark Contentious Spring Semester at Harvard

Tensions boil over after incidents that many say reflect a hostile atmosphere on the campus



Andrea Brannake, a third-year law student at Harvard: "This is a bistant example of what happans whan you don't have clasers that focus on gender or race.

By MICHELE N-K COLLISON Tensions that have simmered all year at Horvord University have builed over this spring with the appearance of an inflammatnry flicr and a parody of an article by a

feminist legal scholur. Black, female, and homosexual students have held rullies condemning incidents that the students soy have crested a hostile atmosphere on the campus.

"Everything just hit the fan this spring," said Ronald S. Sullivan, president of the Harvord Black Law Student Association. 'There are rallies and demonstrations almost every day, it's an extremely volatile

'Very Difficult Moraents'

The fallout has prompted Harvard adminiatrotors to hold broad discussions on the law sehool's efforts to hire minority and female professors and to meet with black students to address their concerns. The controversies over the flier and the parody have elso renewed age-old debates shoul what constitutes protected speech.

"Some students have had very difficult and tense moments this spring, but we are working round the clock to make progress on this enmpus," and Nell Rudenstine, prosident of Harvard, He edded that 'these problems won't be solved tomorrow."

Mr. Rudenstine said that "nothing is higher on my priority list" than diversifying the faculty in the College of Arts and Sciences and the low school and that he has iteld several discussions with faculty members to achieve his goal.

Those efforts have not satisfied many

Continued on Following Page

Fewer Programs Found to Teach Future Doctors How to Perform Abortions

By DEBRA E. BLUM

The number of hospital-training programs that routinely leach future obstetricians and gynecologists how to perform abortions is dwindling, according to a nationwide survey.

Some observers any the trend means that fewer physicians will be properly prepared to perform what is the most common outpatient surgical procedure that women undergo. Others, however, say that giving all residents in obstetrics and gynecology training in performing abortions is unnec essary because most abortions are performed by services or clinics that specialize in the procedure, not by physicians in more general practice.

Comparisona With 1985

The results of the survey of the country's approximately 270 residency-training programa in obstetrics-gynecology were released last month at the snnuol meeting of the National Abortion Pederation, an association of physicians' offices, clinics, ond other medical services that provide abortions. The survey, to which 225 instilutions responded, was conducted by H. Trent MscKay, sn assistant professor of elinical obsietrics and gynecology at the University of Colifornia at Davis medical

The survey covered only residency programs, which are four-year postgraduote programs offered by hospitals to train med-I-school graduotes in a specific area of medicine and give them honds-on experi-

ence with patients. Dr. MscKay replicated o 1985 poll that had found that 22.6 per cent of programs in obstetrics and gynecology included abortion training as a routine part of residency, and that 27.8 per cent offered no such training. In the remsinder, training in performing abortions was at the option of the

The new survey found that the proportion of institutions offering abortion training as o routine part of residency had dropped to 12.4 per cent. A little over 56 per cent were found to offer optional training. Approximately 31 per cent of the institutions, including 29 hospitals affiliated with the Roman Catholic Church and 11 affiliated with the U.S. military that responded to the survey, do not offer any abortion training to their residents. The survey also found that since 1985, at least nine Institutions that previously offered training had stopped teaching residents how to perform abortions.

According to Dr. MacKay, six of those institutions sald they had dropped their program because of pressure from their local communities; one because of lock of interest from residents; and two because of legal developments, such as the Supreme Court's decision three years ego in Webster v. Reproductive Health Services that gave states more latitude in restricting access to abortions.

Institutions responded to the survey

'Low-Status, Low-Interest Procedure'

"The reality is that obortion in the medicel community is a low-status, low-interest procedure that often comes with controversy or community pressure," Dr. Mac-Kay sald in an Interview. "More and more it seems to be disappearing from the train-

The Accreditation Council for Graduate Continued on Following Page

Fewer Programs Found to Teach Future Doctors How to Perform Abortions

Consinued From Preceding Page its residency programs, does not specifically require that programs in obstetries and gynecology provide abortion training. It does say in its regulations, however, that programs must teach "clinical akills in family planning." Abor-tion, said Paul O'Connor, executive secretary of the council's Residency Review Committee, is an implied part of family planning.

elective abortions, Mr. O'Connor said, may still be able to provide residents with proper training by teaching them how to evacuate a woman's uterus for other reasons-if a fetus has died, for instance. He also said that residents might do their rotations where elective abortions are performed.

No Guidelines on Procedures

Accreditation guidelines for nedical schools include no mention of family planning, abortion. or nny specific surgical procedures. Institutions are required, however, to teach clinical obstetries and gyncculogy. Third- or fourth-year students tynically comrotation in the orea, which may intion is performed. Institutions also are required to teach medical ethics, which may include the issue of

Opinions on how the trend nway



patients have their needs ad

from routine abortion training in residency programs may affect the part of what they see as the dent of the American Association medical profession or the future growing anti-abortion movement availability of safe abortions vary around the country and a growing necording to political, moral, and sentiment in the medical profession to shun the practice.

Physicians who say they object

of Pro-Life Obstetricians and Gynecologists. "Fewer programs are teaching how to perform therapeutic abortions because people don't "It's a terribly destructive and like to do the operation and don't to n woman's right to choose an emotionally degrading proce- have to. Nobody should have to be

wrong at Harvard is that for too

David V. Felay: "Nobody should have to be trained

to do something that is morally wrong,"

trained to do something that is n

ally wrong."
Physicians who say they sugar abortion rights worry that free doctors will be willing and to perform safe abortions. The say gynecologists and obstetry cannot offer their patients f health-care services unless th are well versed and skilled in sale standard procedures as short

Health Care Comes First

"You can't weigh the notice significance of the pro-life, pr choice debate when you're talli about learning how to mis health-care treatment to works said Thomas A. Johnson, and ciate professor of obstetrics at gynecology at the University of Massachusetts Medical Center Woreester, "We should be prime ily concerned that nations to riers."

Since Worcester does not be an abortion service. Dr. John said, as many as 20 per cent of residents each year may nother posed to the procedure at all.

Physicians who don't help abortion training should be a quired of residents say the mo dure-at least for first-tri would be easy to learn when the dents are practicing physicise They also note that most aborize now are performed at free-stants clinics, so it is less likely that the sicions at hospitals or in prin practice will need to perform to

Angry Protests Over Diversity and Free Speech Mark Contentious Spring Semester at Harvard Continued From Preceding Page its administrators to hire more bers said the lack of diversity nt the wrote: "There is something very students. Their concerns atem women and minority faculty memina we school insured that sexist includes the wrong at Hirryard Law School, but

from several incidents that have rolled the campus this spring;

B The Harvard Law Review published a parody of an article by a feminist professor at the New Engined College of Law on the anniversary of her murder. Many students and faculty members conemped the parody and said the law school had not moved swiftly enough to hire more minority and female faculty members.

B The editors of the conservative magazine Peninsnia put up a black woman doing a striptease before an audiance of white men. The

. spade kicks, what other kicks are there?" The flicr advertised a symposium on "Modernity and Negrous a Paradigm of Sexual Liberation." The Hurvard-Radcliffe Black Student Association aubsequently issued a flier condemning the flier for fostering a climate of harassment at the institution.

m The editora of Peninsula also published an issue condemning homosexuality last fall. The Rev. Peter J. Gomes, the popular chaplain of the Memorial Church nt Harward, was outraged and told a group of students who had rnilled to condemn the magazine's characterization of homosexuality that he was gay. In response, a group of students called Concerned Christions for Christ demanded this spring that Mr. Comes resign.

The focus of much of the controversy has been the law school. For several years, students have urged

bers. The law school has 59 ten- dents like the publication of the it is not sexism or racism. What is ured professors, of whom three are black men and five are women.

Derrick Bell, a black tenured professor of law, took a leave of bsence two years ago to protest the law school's failure to hire a black woman professor.

After Mr. Bell went on lenve, n group of inw-school students sued the achool, charging that it had failed to diversify its faculty. A lower court dismissed the suit, saying that the students had no legal standing. An appeal is being reviewed by the Massachusetts Supreme Court.

Tensions at the law school were exacerbated by the parody in the Harvard Law Review of nn article by Mary Joe Frug, a professor of law at the New England College of Law who was stabbed to death in

"This Was an Outrage"

The Review published the article by Ms. Frug in March entitled, "A Postmodern Feminist Legal Manifesto," over the objections of some

In April, on the anniversary of Ms. Frug's death, the Review published a parody of her article by two editors, Craig Coben and Ken neth Fenyo, entitled "He-Manifesnism." The parody was signed, Mary Doe, Rigor-Mortis professor of Law. The article was said to have been written "from beyond

parody would continue.

This was an outrage, not o many radical professors and stusophomoric prank by school-boys," said Claudia Salomon, n who disagree with them is junt not first-year law student and a member of the Women's Law Associa-

Another professor, David Kennedy, urged the school's disciplin-Added Andrea Brenneke, a ary body to punish the law-review third- year law student; "This is a editors for "maintaining a working

"What is wrong at Harvard is that for too many radical professors and students, freedom of speech for those who disagree with them is just not their thing."

This is a blatant example of what happens when you don't have classes that focus on gender or race. It says we don't care about

The parody has provoked unprecedented debate among faculty members. Law-school professors are engaged in a sort of paper war. with liberals and conservatives issuing daily statements on the law-

school's hiring procedures. lem" and that students had told them that "the Review, like much they should be punished. t-Mortem Legal Femi- of the law school," has an environ-

meat that is hostila to women. Other professors argued that students and faculty members should not condemn free speech. In a syndicated column last month, the law

marginalization of women's issues. and academic relationship hostile to women."

In a written statement Mr Clark id that the parody had "offended all standards of decency" but that it was unfair to say that many neople at the law school shared its misogynist attitudes.

The law school's administrative board must decide whether to bring charges against the authors. The two editors have apologized, saying in a statement: "We realize that Twenty-one professors signad a it was very wrong to write the parletter saying that the parody is a ody." Mr. Clark said that the men were exercising their right to free speech and that he did not believe

While battles have raged at the law school, the situation at Harvard College has not been much better. "There have been several factors that have contributed to an anti-black atmosphere here," said Many studenta and faculty mem professor Alao M. Dershowitz Zaheer Ali, a senior and president

The association recently po duced a two-page flier entitled the Harvard Plantation." The listed "ignored injustices," that said had been committed by the university police department insula magazine, the Han Crimson, and the law school. Mr. Ali sald the Peninsnie for

dents Association.

depicting the black woman doint striptease was the last star.
"Why should we have to see around campus and see postes vhere black women are un before white men? It's degrade and humiliating to black wo The flier repeatedly used in

words "spade" and "Negro" to made references to the stereof of the promiscuity of black men Staff members of the mapair said their actions had been miss derstood. "We made so stlesspik

offend anyone, said Rest Landry, a founder of Pentunia Mr. Landry said he was trying "present points of view that heard at Harvard." He added "A this university, there are con ways of looking at race, both uality, and abortion. Women, at norties, and homosexuals want to discuss issues the way the

want to discuss them. L. Fred lewett, the deat of the college, condemned the filers and several other somin met with black students last att

But students said Harvard mest take action. "Meetings with 1 sole the meetings with 1 sole 1 meetings with 1 meetings w the problems," Mr. Ali said, need to come up with progr

The National Collegiat Athletic Association last week maced a major overhaul of

NEAA officials said that the restricturing had been in the works for several months and that the changes were totally unreloted to the ecent troubles of Richard D. Schultz, the executive director. Mr. Schultz, who has had to

itend himself against charges that to knew about improp abletes when he was athletics feeder at the University of liginia, said the restructuring wos designed to insure that the sociation functions well "in spite of my heavy travel schedule." Mr. Chilty has maintained a hectic pace sice taking over the NCAA's top job

Mr. Schultz named Thomas W. leastedt who administers the KAA's Division I men's basketball damnionship, to the new job of sociation's No. 2 post.

Spons officials said the changes remorampled in part by the NCAA's she had been offered a job with USA cranization that administers

Under the new structure, four "group executive directors" will spot to Mr. Jernstedt, Frank E. Madell will oversee administration and finance; Patricia E. Bork, danpionships and avent management; and Stephen R. Marjan, membership services. The MEAN will search for someune to wence its public-affairs operations.

Gov. L. Douglas Wilder of Viginia has called a meeting of the state's public-college residents to discuss control of beir sthleties programs, among

ther things.
The state's Education Secretary.
Ins. W. Dyko, Jr., said next week's nerling was prompted in part by se continuing investigation into income loans made to University of Virginia sthletes by the hersity's booster group.

kir. Dyke said he expected the suidests to provide information bout their efforts to implement the oposels of the Knight Foundation Abadesion on Intercollegiate Abletics, which last year called for such stricter control over the ancial operations of sports regrams and over boo in light of recent developments

te, I felt now was the time to get a 90rt back on their auccess in M. Dyke said.
Mr. Dyke said the other subjects
a the Governor's ogonda for the
pridents—including
submucadations regarding sexual
sask and sicoholism, and the
subject of infaurity and female
subjections—shared and

ly members—shared an dlying principlo with the dies issues: "that there has to direct and direct and personal leadership alibited by the presidents of

Athletics



Coaches Fear Changes in Major-League Draft Will Hurt College Baseball and Its Athletes

By DEBRA E. BLUM

College baseball coaches and other campus sports officials are divided about whether changes in Major League Baseball's amateur draft will hurt college baseball and the athletes who play it.

Coaches fear the new rules will encourage athletes to leave college prematurely. But some officials of the National Collegiote Athletic Association say the changes will help their campaign to give all college athletes more flexibility in deciding when to turn professional.

In March, the owners of the professions baseball clubs voted that, starting with this June's draft, a pro team that drafts a highschool senior who decides to go to college will retain the right to sign that player for up to five years. Previously, a baseball team had to forfeit its rights to a player if be enrolled in college.

In another change, as athlete would now be allowed to sign with the team that has drafted him during the summer after each academic year. Previously, Major League Baseball permitted its teams to sign a player from a four-year institution only after his third or fourth year in college.

The changes have angered some base-ball coaches. The new rules, they say, will take away an athlete's bargaining power for higher signing bonuses and salaries; induce more athletes to leave college before earning their degrees; and make it difficult for coaches to fill their rosters, since athletes will be able to leave during the summer, after the college recruiting season is

The coaches also complsin that they were not consulted shout the changes.

"We know the college coaches don't run major-league baseball," said Dick Bergquist, executive director of the American Baseball Coaches Association. "But we thought because our players and coaches nurture the professional game, our opinions would at least be solicited. It is ludicrous to say that these were snything but decisions based on money, instead of what is best for the student-athlete or college

Mr. Bergquist said tha changes were "a done deal" by the time he and others

Continued on Following Page

Gambling Incidents at 3 Colleges Leave Sports Officials Edgy

By DOUGLAS LEDERMAN Recent revelations about gambling rings involving athletes at colleges in Rhode Is land and Maine could portend another his point-shaving scandal, some college sports

officials fear.

None of the attietes who are said to have gambled at Bryant College and the University of Mnine at Orono have been accused of wagering on their own tenms. But a grand jury in Rhude Island is reportinvestigating the possibility that men's baskethall players at the University of Rhode Island bet un their own gomes. Even so, no one suggests that the cases are as serious os some of the gambling scondals that have rocked college sports in the last 40 years.

Some sports officials believe, however. that it is only a matter of time before the issue of point shaving, in which athletes arrange to have their team lose or win by less than the point spread, emerges again After all, they note, a major scendal has hit in each of the last four decades; at City Continued on Following Page

Survey Finds Increase in Graduation Rate of Football Players

The graduntion rate of football players who enrolled in 1986 at universities in the College Football Association rose sharply from the year before, the association's an-

nual survey found.
Officials of the 64-member CFA said they believed the increase, to 57.1 per cent from 51.1 per cent, proved the efficacy of the National Collegiate Athletic Association's adoption of tougher minimum aca-

'The increase in graduation rates that is being realized today should bring an end to the controversy over minimum standards," said James Wharton, the former chancellor of Louislana State University who helped to devalop the staadards, commonly known as Proposition 48.

"Those who believed properly structured minimum standards would result in greater efforts on the part of potential colege athletes and on the part of the high schools were right," added Mr. Wharton, who is a professor of chemistry at 1su. 'Student-athletas are better prepared for college, and that fact is showing up in grad-

"It's just that simple."

'A Bit Speculative'

Ursula Walah, the NCAA's director of research, said it might not be quite that oimpla. She said that while ahe hoped Proposi-tion 48 had something to do with the higher rates found by the CPA, it would be "a bit speculative" and "premnture" to draw that conclusion.

Ms. Walah said the NCAA would have its wn results about the academic success of Continued on Following Page

Baseball Coaches Decry Changes in Draft Rules

Continued From Preceding Page learned of them more than a week after they were passed. The owners of baseball's 26 teams voted Commissionally for the changes at their quarterly meeting in March.

William A. Murray, the execuior League Buseball, said the league had previously discussed the matter with representatives of the NCAA and the Major League Players Association, the players union, but that the league had made

Mr. Muriay said the etimees in the rules were designed to give uthletes more incentive to go to colleac, where, he said, they have the sportunity to develop their skills

and carn a degree.
"Our new rules are intended to say: 'Go to school, After you come out, you'll have a place to sign," he said. He noted that another rule change, limiting the number of rounds in the draft to 50 this year and to 40 by 1994, will encourage more athletes who do not get drafted to go to college. Previously, the number of rounds was unlimited.

Criticism ts Discounted

Mr. Murray discounted criticism that the owners' moves were made nurely for financial reasons. He ic expected that professional Suhs still would pay top dollar for the hest players.

He also said that while professional baseball had long looked to the colleges as a training ground for some potential players, it had no plans to increase that role by shrinking its own minor-league system. Some sports officials any

Survey Sees Increase in Graduation Rate of Football Players

Continued From Preceding Page the entering class of 1986 within a month or so.
The football association's annual

strvcy provides a glimpse of what college-sports officials call nn "ad-justed" graduation rate.

To determine that rate, n university accounts for all football playtion as freshmen in 1986 or trunsferred into that class from another college, and subtracts from that number all players who left the inatitution in good neademic stand-

those football players got their de-grees by the end of the fall 1991 emeater, or within five and a half

At all CFA institutions, the rate Nor the 1986 class was 57.1 per cent, up six percentage points from 1985's 51.1 per cent, which was the nrevious high.

The CFA said that using the adjusted rate, two institutions-Boston College and Texas Christian University—had graduated 100 per ent of the football players in their

1986 classes. -- DOUOLAS LEDERMAN

that by giving teams the right to hold on to players throughout their college cureers, the new niles may put more pressure on colleges to assume the role of the minor leagues.

'Some of Us Get Selfish'

Richard D. Schultz, the NCAA's executive director, said it was too soon to tell what effect the draft changes would have on college baseball. On one hand, he said, the rule changes make the baseball draft similar to that of the Nationa

"It is ludicrous to say that these were anything but

decisions based on money, Instead of what

Is best for the athlete

or college baseball,"

Hockey League. Not many athletes leave college enrly to play professional hockey, he said,

er more haseball players will seize the opportunity to leave school

Chnries Theokas, athletics director at Temple University and head of the NCAA's professional-sports llalson committee, said the new rules would give athletes greater flexibility in deciding when to turn

He said that most athletes proba bly would opt to stuy in college, but that a top player could now sign for a literative salary after his freshman or sophomore year, instead o having to wait.

"Some of us get selfish some-times," Mr. Theokas said. "We shouldn't have the right to hold kids back if they want to go pro. We have the responsibility of proecting their opportunities, not of making their decisions."

An Antitrust Angle

Some observers say the rule that gives professional clubs five years to sign draft picks may lead to legal action because it could be considered a violation of antitrust house The Major League Players Associotion has already filed a grievance nbout the rule under its collectivebargaining contract.

The union claims that the con tract requires the league to negotinte changes in the draft rules with the union. The union also claims that the owners' move was intended to reduce the leverage the athletes have when negotiating a contract.

Some college coaches, who say they are still reeling from last year's NCAA cutbacks on the allowable number of eoaches, scholarshipa, practices, and games, see

"We're still trying to fight the unfair cuts from before," said Ron Polk, Mississippi State University's baseball coach, referring to the limitations on all Division I sports passed by the National Collegiate
Athletic Association at its 1991 annual meeting. "And now this draft thing comes along. And It doesn't necessarily look good for our teams and student-athletes, ei-

Gambling Incidents Involving Athletes Make Some Sports Officials Nervous

Continued From Preceding Page College of New York in the 1950's, Scion Hall University in the 1960's, Boston College in 1979, and Tulane University in 1985.

The last spate of gambling incidents occurred in 1990, when several colleges, including the Universities of Arkansas, Florida, and Texas at Austin, punished athletes for their roles in gambling rings.

"Every year and a hulf the gambling problem seems to crop up, and right now we're seeing n rash of incidents " said Richard R. Hilliard, a National Collegiate Athletic Association enforcement ilirector who investigates gambling allegations. "None of them rise to the level of a Boston College a Tulane, but that's not to say the possi-

Since early March, athletes at Bryant, Rhode Island, and Maine have been declared ineligible for possibly betting on college games. pended pending the findings of the grand jury and the university's own nquiry. Maine has restored the eligibility of 20 uthletes after determining that while they had gumbled, they had not violated NCAA rules by betting on their own tenms or giving information to profes-

sional gamblers. Maine suspended the athletes from a portion of their teams' games and required some of

them to ile community service. Mr. Hilliard and Jumes E. Delany, commissioner of the Bie Ten Conference, said it was not surpris-

ing that othletes were involved in the kind of socially accentable gambling that is sanctioned by

"There are tens of thousands of athletes

in college sports. If you're surprised to find a dozen betting on games,

you're really naïve."

"It's really an American thing," said Mr. Deluny, who has long warned about the possibility of u major gambling scandul in college sports. "There are tens of thousands of uthletes participating in college sports. If you're surprised to find a dozen uthletes betting an games, you're really anive."

But Mr. Delany and other sports

officials say there's a mayor line between an athlete's better on professional and college on tests and the much more senses breach of gambling on one's one

Pressure and Compromise

With so much money percolate through college sports, and much financial pressure on the letes, Mr. Delany said, an able need only make one mistake-f instance, to become indebted a the wrong person-to go astras weelth of "A lot of the kids are ende

strain," he said. "If someone id him, 'We still want you to win, ju by a few less points, a relate unsophisticated person might a see that as a compromise."

Neither Mr. Delany nor Mr. Hil liard helieves colleges can do mo to stop athletes from gamb cent to educate them Mr Hillard said some colleges bring in agent of the Federal Bureau of Investiga tion each year to give a "few God" speech about gambling.

Mr. Delany and many sport ticials believe the consequence far reaching. For all the scruting college sports recently, he sai "the integrity of the outcome of the games themselves has not be unestioned in a serious way, "If it is." Mr. Delany warms

"the whole deck of cards con down really quick."

generally are not eligible for infections and can face large His. Tax treaties, however, generally include provisions to

> testy, as a large portion of the and could be taxed. usertain as to the tax status of

ATHLETICS NOTES

Western Kentucky to keen football program

Ex-athlete drops sult against Creighton U.

Western Kentucky Univeraity's Board of Trustees voted narrowly last week to maintain the institution's football program, despite a budget panel's recommendation

that the sport be suspended But the team's new life came with a catch: The trustees agreed that the university \$450,000 in institutional money on football next year, and said the athletics department would have to raise the rest of the money needed to keep the footpall team affoat.

"The board showed remarkable courage and commitment to the classroom in voting for this budget," said Charles J. Buasey, a professor of history and president of the campua chapter of the American Association of University Professors, which had called for the

football program's elimination "The absolute limit of \$450,000 of institutional funding-as long as the commitment holds--is really just a remarkable achievement,"

by the institution's president, Thomas C. Meredith, had proposed last month that football be eliminated as part of a broad package of cost reductions de-signed to make up for a \$6.2million cut la state funding. Most of that deficit will be made

Hensley, director of university relations.

Sports officials, hoosters, and football players had arged the students," Mr. Jalm said, "This university to keep the tenm. Sports afficials had vowed to bring the team's costs-which hud neared \$1-million in recent years-to a "bare-hones" level of \$765,000, and said they would raise the extra \$315,000 through ticket sules, away-game guarantees, sponsorships, and donations, said Paul Just, the sports information director.

-DOUGLAS LEGERMAN

A former Creighton University basketball player has agreed to drop a lawsuit eharging the university with falling to educate him.

In the settlement, Creighton agreed to pay \$30,000 to the former athlete, Kevin Ross. In exchange, he agreed to drop his lawsuit, which claimed that the university had broken an oral contract by failing to give him a ble achievement."

A 12-member panel, headed by the institution's president, play. Mr. Ross left Creighton in 1982 and later was judged to

read at a third-grade level. Creighton's general counsel, Greg Jahn, said the university admitted no liability in settline the case. Rather, he said, Creighton avoided a long and up by cuta in administrative costly legal fight. The case was costs and the creation of auxiliases to go to trial later this month.

"My joh is to make decisions which protect the assets of the university for the best use of ful Illling its mission of educating is u good settlement for

Legal experts and sports offcinls had watched Mr. Ross's euse closely for several years. He nriginally charged Creighton with educational malpractice und negligent admission, among other things. A federal of threw the case out entirely in 1990, but an appeals court rule last month that the case could proceed with a charge of breach

Briefly Noted The University of Nebras

ko raised \$34,832 at its annua spring football game. It had agreed to give the proceeds to woman who had been bester by a Nebraaka football player. I athlete, Scott Baldwin, has pleaded not guilty by reason o insanity in the attack, and is to go to trial this month.

a The University of Pitts burgh paid \$446,621 ia the 1990-91 academic year to Mike Go fried, the football coach it fired in 1989, the Plutsburgh Post-Gir zette has reported. The payment to Mr. Gottfried was revealed in a disclosure formulat Pittsburgh filed with the laternal Revenue Service, listing the five highest-paid employees.

The U.S. Treasury ntment, to the relief of olleges, has announced that a 1973 U.S.-U.S.S.R. tax treaty mains in effect between the linked States and the members of

in addition, the department prospered that it will give Estonia Lavis, and Lithuania the option of having the treaty apply to them us

celleges that provide grants to foreign students. Some portions of the grants are subject to U.S. income ons and can face large (a: gant deductions to people from the spalory country. For that reason, diges have to spend much more to support a student from a country
with which the United States has no Since the collapse of the Soviet Urico, college officials have been

infests from the nations that used to mkeup the u.s.s.a. The Treasury ment announcement said the Valuad States would negotiate new testes with the former Soviet mphies, but that, for the time beig, the old treaty would upply.

No special festivities were hid last week when classes resumed at Bir Zelt University the brasil-occupied West hat, foar years and four months after the institution wos dat down by the army.

The colleges of engineering und if sience were the first to resume dasts under the "gradual
dasts under the "gradual
mopaling" of the institution
amounced by the Israeli Ministry of Defense last month (The

Sendele, April 29). Bir Zeit and five other resities in the West Bank and Gua Strip were closed shortly after the start of the Palestinian uprising upins tracel occupation in beamber 1987. The campuses were weed by the tsraeli occupation when the state occupation when the state occupation when the state occupation thism. All have reople pist 18 months. Bir Zeit, which avoiled 2,500 students before it as that down, was closed the

Caba has had to turn away Cuba has had to turn away documands of students from designed of students from designed occupants who have sught to study there after the stigate of stoyiet Union. He students had been sponsored by Foreign Ministry scholarships in a state of the students had been sponsored by Foreign Ministry scholarships in the students had been sponsored by Foreign Ministry scholarships in the students when the students will be supported to the students when the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students will be supported by the students of the students because of Overseas Students' because in Cuba's Foreign things and the country this year to strength emolied more than 1,00 foreign students, most of season of the country of the country

Paruvian army commandos round up student leaders la Lima to thwart potential campus

Peru's President Seeks to Control Public Universities to Make Them Less Hospitable to Leftist Politics

By LUCIEN CHAUVEN

International

I IMA PERI Hringing Pern's public universities under government control und muking them less hospitable to leftist political activity have clearly emerged as aims of President Alberta Patimori's Reservency Government of Nutional Reconstruction.

Last month, Mr. Fujimori dissolved

both the legislative and judicial branches of government and declared himself in charge of an emergency administration, which he said would run the country for one year.

Peru's military aumorts Mr. Fulimori. "Our objective is to achieve, through reconstruction, a prosperous and democrattle society," the President said in a speech to the nation. Hundreds of univer-

Pre-Invasion Tensions Are Ignited as Kuwait U. Tries to Return to Normal

By BURTON BOLLAG One year after the allied military offensive ended Iraq's brutal occupation of Kuwait, the country's seven-campus univer-

sity is struggling to return to normal. Although classes were hurriedly resumed last September, much has been left to improvisation, since only 40 per cent of the estimated \$400-million worth of dam-

age has been repaired. The traumu of the occupation has also re-ignited pre-invasion tensions at Kuwait University. The rector has clashed with a former vice-rector over her contention that the Institution is undemocratic and denies

women their rights.

The administration also was confronted by female fundamentalist students who demanded the right to wear face veils on tho

In telephone interviews, officials and faculty members of the university spoke of its post-occupation progress and prob-

"The level of devastation is still quite obvious" at the institution's campuses, said Rasha Al-Sabah, an English professor

and former vice-rector for community service and information. Although windows have been replaced, many buildings are still marked by charred masonry from blasts set off inside their walls.

2 Years of Repairs

In fact, Kuwait security troops were still exploding mines left on the campuaes when the university re-opened last fall. All seven campuses are now operating, with a total of about 9,000 students enrolled, about 15 per cent fewer than bofore the

Officials said it would take at least two more years to repair the extensive damage caused by the Iraqi army.

According to university odministrators, Iraqi officers and soldlers used classrooms as barracks. They converted the drawers of metal filling cabinets in faculty offices into makeshift cooking grills and tore pages out of books to get their fires started. Moreover, almost everything of value

was hauled away. University officials said that Iraqi professors and university admin-Continued on Following Page

sity students in Lima were rounded up by soldiers and army commundos after the emergeacy government was declared.

The arrests were the government's way of preventing student leaders from preanizing protests of the President's decree, and of scaring off others who might consider such actions. The students who were

detained were released within 72 hours. Now a tense calm prevalls as Peruvians attempt to come to terms with the full ef-

fects of the "presidential coup." Reorganizing the country's education system was one of the 10 principal objectives that Mr. Fujimari set for the first six months of his emergency government. In his aneech he also called on the universities to help foster the development of "a

patriotic conscience" on their campuses. Mr. Builmon's inclusion of education reform as a main point in his emergency deeree, and the fact that nearly a month ofter hia announcement he has yet to name a Minister of Education, are seen by academics here as further evidence of the government's efforts to change the left-leaning political character of public universities.

Home to the Political Opposition

Like state universities throughout most of Latin America, those in Peru have often been home to the political opposition. Since the start of guerrillo activity here in the 1960's, student governments on the campuses have been allied with left-wing nolitical parties. In recent years the universities have been viewed as sympathetic to the Maoist Shining Path movement-to its message, if not its violent means.

Among the rumors floating among acadomics in the capital is one that has Mr. Continued on Page A45

Kuwait U. Recovers From the Trauma of Iragi Occupation

Continued From Preceding Page istrators hud been dispatched by Baghdad to Kuwait to supervise the wholesale removal of libraries word laboratories, muny of which have not yet been replaced. Thousands of cables were cut as the invaders ripped out compoters on the

Furniture, rugs, and even bruss knobs on faculty mailboxes were stolen and must be replaced, according to the university. The government of the oil-rich emirate is finuncing the university's recon-struction, said Rector Shunib A. M. Shouib. "The university is

"Years of research in

marine biology, oll and

water pollution, AIDS

and viruses, to name

only a few areas, are irretrievably lost."

benefiting from acquiring the most up-to-date oquipment," he added. While physical losses can be replaceil, lost research cannot. Ac-

cording to a university statement, Years of research in marine biology, oil and water pollution, AIDS Land viruses, to name only a few

areas, are irretrievably lost. Mennwhile a controversy is stirring over the recent removal of Rasha Al-Snbnh, an active campaigner for women's rights in Kuwnit. from her post as vice-rector. The ndministration suys she resigned, but Ms. Al-Sabah is protesting her

'Back to the Old Ways'

Women Living Under Moslim Laws, a Paris-based group, has celled Ms. Al-Sahah's removal "symbolically harmful" to woms efforts to gain more rights in Muslim countries

Ms. Al-Sabah said in sn interview that despite hopes for greater structors, they were never folly "democracy in campos life after the compensated for losses and sufferend of the Irsai occupation.

"we've gone hack to the old ways." She accosed the adminis-tration of nepotism and favoritism in filling key posts, and spoke of the "total disaffection" with the rector among faculty members The rector declined to respond to the charges.

No Veils in the Lab

A different sort of confrontation took place when some femnle medical students tried to veil their faces dean of the university's medical school. The fundamentalist-lean ing student union staged a rure demonstration in support of the

The issue was resolved when the oniversity administration decided that veils could be worn in lectures, but not in Inhonstories or when dealing with patients.

According to Ms. Al-Sabah, however, activism over campus issucs generally has been subdued. Everyone is still under the shock" of the occupation, she said, and the politically inclined have turned their attention to the country's parliamentary elections, cheduled for October

Officials say seven university students were killed as they fought against the Iraqi occupiers. As a sture, the university is offerin free courses to the relatives of sil-Kuwaitis killed during the occupa-

In line with the country's policy of expelling muny members of the large Polestinian community in Kuwnit for having sided with Iraq in the conflict, the university has not renewed the contracts of the institution's 140 Palestinian faculty members, most of whom will there fore have no legal basis for remaining in the country.

Only limited numbers of non-Kuwaiti students and faculty memhers have been allowed to return to the university. They are from such countries as Egypt and Syrla,

which opposed the Iraqi invasion. Ms. Al-Sabah charged that some foreign faculty members had been "shabbily trested," and that some recently goil the medical faculty because, unlike the Kuwaiti in

A Fundamentalist Who Is Critical of Science Appointed to Top Education Post in Britain

Having backed the wrong horse in last month's election. which saw the Conservatives retain control of the government. British professors are now coming to terms with the appointment of a fundamentalist Christian who is critical of Secretary in Prime Minister John Major's new cabinet.

In a magazine article on psrental responsibility, published just as he took office, John Patten, the new secretary, blamed modem science and secolarization for diminishing the idea of evil. People need the prospect of "eternal damnation," he de-

Perhaps in view of Mr. Patten's appointment, scientists welcomed a decision by Prime Minister Major to establish a special government department for science outside the Department of Education, which pre-

viously had responsibility for it. William Waldegrave, who had been Secretary of State for Health, has been named to head the new science department. Like Mr. Patten, Mr. Waldegrave is a former fellow of an Oxford University college.

Mr. Patten was a professor of geogrophy at Oxford Universi-, where he had been a felluw of Hertford College until 1983.

'Carried Away'

University heads, asked for their reaction to the views Mr. Patten expressed in the article. were reluctant to comment publicly. Privately, however, one vice-chancellor noted that Mr. Patten's previous government appointment as Minister of State in the Home Office had carried responsibility for fighting crime and, faced with rising crime rates, the secretary might have been estried away.

The Conservatives were kept in power even in the face of



opinion polls showing them fall- for the Oxford West and Abing ing behind the Lahur Purty. which was the clear preference of a majority of university professors. However, Mr. Mujor moved quickly to restructure his cabinet, Mr. Putten succecds Kenneth Clarke, the arevious Education Secretary, who was named Home Sec and is now responsible for lnw enforcement and public order.

Government snokesmen have sald-bot not for uttributionthat Mr. Major expects Mr. Pstten, as a former professor, to cultivate a less abrasive relationship with the universities thon his fiery predecessor had. In Parliament Mr. Patten sits

don district, which takes in much of Oxford University. Educated at the University of Cumbridge, he became a profes In his controversial article on

parental responsibility, which was published in The Specialor magazine, Mr. Patten called for the Christian church to adopt a more self-confident voice. The voice of the church, he wrote, should encourage parents, "exhort" children, and recognize the existence of evil "in the sinews of society." He saids dwift dling belief in damnstion had led to a loss of fear of the coastquences of bad behavior.

France's New Education Chief Shelves Much of His Predecessor's Controversial Reform Package

By PATRICIA BRETT

PARIS France's new Minister of State for Education and Culture, Jack Alang, wasted no time in denling with the hot potato he inhented from his predecessor-a controversial package of university reforms. It took Mr. Lang less than three weeks to decide to "sospend" much of the proposed plan because "the universities are ool ready to apply it and to push it through would lead to disorder and

would harm students. Mr. Lang conceded however, that reforms were needed, particularly in the early atages of university studies. The current situation is "unacceptable for the students and ror the nation," he said. Elements The minister said he would make OEUO. The vary idea of such a cre- of French higher education most in of the planned reforms that had proposals in the fall to deal with dential met with tremendous oppo-

university students, professors, issues on which there is no consensition from students, who saw it and administrators will be put into
effect, he said,

sus. One of those unresolved issued is such as a first effect, he said,

such and administrators will be put into sus. One of those unresolved issued in the said of the planned Certain such as a first such as a first effect, he said. Those include a better sovising tificate of University Studies,

Elements of the planned reforms that had been

accepted by a majority of students, professors, and administrators will be put into effect.

program for first-year students, procedures to regulate examina- first year onder the reform plan. tions, and projects simed at increasing links among different courses of study to incresse the

possibilities of transferring. Measores for implementing such reforms in the fall will be announced

which was to be issued after the

The proposed certificate was decourses but did not meet the requirements for their second-year Diplome d'Enseignement Univerby the end of May, Mr. Long said. sitoire Generale, known as the many here as among the elements

step toward selective admission to

oniversities, which they oppose.

The proposed certificate would smount to "a way of getting rid of students," charged one student leader. Mr. Lang said the certificate would be dropped or changed to a credential aimply attesting to the level of studies attained.

Details to Come in the Fall

Details of the changes planned for the content and curriculum for signed for students who had completed a specified number of cense will be worked out with university presidents and will be announced in the fall, Mr. Lang said. The diplomas are viewed by

swept under the carpet.

The DEUG is supposed to be o tained after two years of study be students are now spending at any stude the problems, which age of four years to get the dipk ma. One step op from the DEL the License, which should to three years to obtain but is an taking students an average of to six years. In both cases the spent obtaining the crede considered too long in relation its value in the job mar

Most students and pro have applauded Mr. Lang's decr sion to shelve the propos forms. However, many others cluding leaders of the National L ion of Higher Education

tre falling numbera o

tion of Higher Educations in a man reamont took office in country's largest faculty man. It may not amounted eco-acid the UNEF-IO stoters' man. It may be made at reining in said Mr. Lang's action should be made to make the man and the university reform will be made to the face of the carpet. e at public univer-

Peru Seeks to Control Universities and Rid Them of Leftist Politics sities has declined drastically. In

Latered From Page A43

addition, says Custodio Arias, a sociology professor nt San Marcos, Vr. Fujimori, who was rector of the government in each of the last National Agranian University two years has not tomed over to More rusning for president in the universities oll of the money (4) has been nt odds with stospecified in their hodgets and faculty members at the pic universities for o year. Is May 1991 students pelted him

nocks at the Son Marcos Namention research" he says. al University in Lima. The next Julio Gilvonio, director of endent health and welfare at San Marthe military took control of Murcos and of the National cos, says the economic constraints on the university and the military

_{nomy} Revoked

Las November, university rea sat part of nn avalanche of than 100 executive decrees deldown by the President. The ent that most affected highe no revoked the sotonom d phic universities, which had and them to function beyond muset influence. Revoking wateroomy gave the govern the right to station troops or ues, an oction that would than illegal before the decree Wies you were dispetched to mistate universities, including arcos, as part of a program wirtheir run-down buildings. the painting over revolution was the troops did little but

in observation posts. Their retice on the campuses mainly No seeks after declaring his mercy government, Mr. Fuji in Education minute a surprise visit to Sar sand to the national univer min Callao, where he reliterated for "a new climnto of putrion. Many have interpreted hi

als to mean that students means to mean water and a rev ics on their camposes. being to the Shiring Puth slo-

that had reappeared on the hesident said that security as would soon ornive "to re-

Griffiths, a former vice ears the University of Lims ter a member of the instituibwacuily, has 10 years exnce in higher education here trion, the President may king a rhetorical hard line on ios, but in reality the

Tim't think externs I pressure daily academic," says Mr. man has failed to provide te financial support for its and badly prepared faculty Currently, foll-time pro atSan Marcos carn approx 4150 a month.

and of academic quality Rofesors have to take on and classes to make ends

Pujimori took office in

presence on the campus have made done with the Congress building to dissolve Congress and his prostudents increasingly snaious. Stu-dents now fear that the government may eventually try to shut down the oniversity.

Mr. Gilvonio adds that the military's presence on esmposes has not helped the government win the support of students

Troops Sent to Villares!

Fesr that Mr. Fujimon msv shot Because of the administradown San Marcos is based on the tion's myopis, there are no funds government's actions against Lifor infrastructure or salanes, not to ma's Federico Villareal National University. On the day of his coop, the President closed Villaresi, which has long been ollied with an opposition political party, and sent troops to surround it, as he had supports the President's decision

and the Paluce of Justice The oniversity was allowed to

reopen a few doys later, but a fire on April 24 has closed it again. In spite of the government's actions against Villareal and the fear that their own institutions may be next, mony oniversity students

support Mr. Fujimori's actions, The President's ottacks against inefficiency at the universities have won him support, as have such populist gestures as his decree abolishing the thesis ss a requirement for graduation

A second-year medical student at San Martin de Porres University who gave his name only as Mirko posed changes in the educational system. However he does no think Mr. Fujimori's approuch to solving problems at the oniversitics will work. "The army can't

few walls." he says. Most academics agree that after more than 20 years of decay and politicization, Peru's public highereducation system definitely needs reform. In contrast to President Fujimori, however, they believe the changes must come from the universities themselves.

Says Mr. Arias, the San Marcos will only forther weaken the coun try's edocotional system."

CONFERENCES, CALLS FOR PAPERS

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1993 National Conference

 $m{A}$ mong the 12.5 million students in American higher education, only 2 million fit our traditional conception: 18 to 21 year olds who go to college full-time and live on campus. Institutions of bigher education find themselves in ibe midsi of a period of fiscal austerity which demands that they find creative ways to do more with less.

Last year's first annual conference, "Lifelong Learning: Meeting the Higher Education Reeds of Adult Learners, "drew 250 participants from 36 states, 2 foreign countries and 116 institutions. The Second Annual Conference promises to be even more diverse in its attendance and presenters. Potential presentations will be reduced by an external review board and should address some facet of the overall conference theme-

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Diversity: How can we reach out to new student populations whose talents, as Thomas efferson noted over 200 years ago, ...perish without use if not sought for and cultivated? Feaching: What new approaches can be taken toward developing and improving classroom teaching skills that take into account the unique needs of adult and part-time learners? Delivery: How can we create, implement, and assess the impact of innovative delivery systems designed to meet the needs of the lifelong learner?

Basics: What new approaches to improving the basic skills of returning adult students hold promise for easing their transition into higher education?

Assessment: For institutions seeking to improve the quality of adult higher education opportunities, assessment is not an oupleasant mandate imposed from the outside but an internal necessity. How can assessment activities be regularly built into the structure of all aspects of the services we provide to adult learners?

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All proposals must arrive at the National University Research Institute by

July 1, 1992 to be considered for the conference. All proposers will be notified of the status of their papers by September 1, 1992.

> For more information contact: jim Boss, Conference Director (619) 563-7144



وتنتناه

WITH the small increases in faculty sidaries this year (The Chronicle, April 22), most faculty members can appreciate the joy with which Joyce and E. Jay Hilty, Jr., grected the news that they had won \$5.1-million in a Reader's Digest sweepstakes.

Ms. Hilly teaches data processing at Maple Woods Community College; Mr. Hilly teaches philosophy there. For now, they intend to keep their jobs, while receiving their winnings in installments of \$167,000 per year for 30

Said Mr. Hilty, "We're going to pay off some college debts, but we really haven't thought about buying anything specific."

The Louisiana Division of Administration will pay \$178,000 to settle a lawsuit bought by Harry J. Boyer, former president of Delgado Community College.

Mr. Boyer, who is now president of Southern West Virginia Community College, resigned from Delgado in 1988 under pressure from then Louisiana Gov. Buddy Roamer, Mr. Roemer had threatened to close the college. accusing Mr. Boyer of mismanagement and cronyism. Mr. Bover sucd in April 1989 after the state's Board of Trustees refused to rehire him as a professor at the college. The board contended that he had relinquished his rights to tenure by resigning, and the state Attorney General's office supported that position.

Edwin Edwards, now Louisiana's Governor, said of the settlement: "I'm glad we got by as chean as we did " (Mr. Boyer had originally sought \$718,000 in lost wages and benefits.)

Mr. Roemer, now teaching at Harvard University, said, "As far as the state paying money to Harry Boyer, I think that's a loke."

Four finalists to succeed Jean Mayer as president of Tufts University have been named. They are:

Stanley N. Katz, president of the American Council of Learned Societies,

Franklin M. Loew, dean of the university's School of Veterinary Medicine.

Charles E. Putnam, executive vice-president for administration at Duke University.

Marina von Naumann Whitman, vice-president and group executive for public affairs and marketing at General Motors Corporation. Ms. Whitman is a former member of the Council of Economic Advisers and a former professor of economics at the University of Pittsburgh.

C. Everett Koop, former U.S. Surgeon General, has been appointed Distinguished Scholar at the Carnegie Foundation for the Advancement of Teaching. In announcing the appointment, Ernest L. Boyer, president of the foundation said, "Dr. Koop's affiliation with the foundation will be especially helpful in implementing our most recent report, Ready to Learn: a Mandate for the Nation, which emphasizes that every child should have a healthy start." Dr. Koop is a pediatric surgeon.

The resignation of Gordon C. Borchardt as president of MacCormac Junior Collège marks the end of an era, Mr. Borchardt first came to the private business college in 1958 as director of admissions and was named president a year later. Under his direction MacCormac was rechartered as a non-profit junior college in 1965. The Board of Trustees has named Mr. Borchardt chancellor of the college, which has the country's oldest program in Court Reporting Studies.

Gazette APPOINTMENTS, RESIGNATIONS, DEATHS, AND COMING EVENTS

Micheel Vande Berg









New college and university chief executives: Lec College (Tex.), Jackson Sasser, Moor New college and university chief executives: Loc College, Joc M. Trecce; University discussions of the chief in the chief park College, James W. Walker; Otero Junior College, Joe M. Trecce; University of Ventura College, Jesus Carreon.

Appointments. Resignations

farilyn F. Adams, former director of de-velopment at Catholic Charilles in San Jose, Cal.. to director of development at California School of Professional Payadology

all California School of Professional Psychology.

Blasheth Beer, provos and deen of the College at Washington College (Md.), to desn of the flexilly and vice presidence of the College at Washington College (Md.), to desn of the flexilly and vice presidence of the College at Washington College (Md.), to describe the College at College (Md.), as account professor of officer of medical salies health of the Orthodox of the College (Md.), as a consideration of the College (Md.), as a college of the College (Md.), and the Colle

cellor.

John D. Bradley, acting vice-president for development and alumni relations at Columbia U., to vice-president for development and alumni relations at Borton U.

Borion U.

Jee Broekington, associate professor of Oerman at Kaiamazoo College, also to associate director of foreign study.

R. Dan Burek, vice-chancellay for business affairs at U. of Taxas System, to executive vice-chancellor.

Ellan M. Campbell, dean of graduote studies and the weekend college at Woodbury U., to vice-president for graduate studies, extended studies, and enrollment management.

and enrollment managemeot. Jesus Qurrow, vice-president for In-struction and assistant superintendent at El Cambo College, to president of Max Gaullio, president of Sae Antonio College, to president of U. of Hous-lon-Oowntown, effective July I. Kwin A. Gameete, professor of electri-cal engineering of Worcester Polytech-nel Institute. Io dean of graduate stud-nel Institute. Io dean of graduate stud-

tes.
Mary Sua Coleman, associate provost
and dean of research at U. of North
Carolina at Chapel Hill, to vice-choncellor for graduate studies and re-

cellor for graduate studies and re-search. Coley, professor and chair of ed-ucetion at Western Maryland Collese, Jeanna Coville, acting controller at Stae-ford U., to controller. Lewis A. Crickard, professor of drama and chair of drams and film studies at Derimotth College, to director of the series for the creative and performing series.

center for the creative and performing arts. Justice Cana, show-ce-courterRose. Dec. Cana, show-ce-courterRose. Dec. Canada Canada

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1 Minus, president of Simmons

yes has announced his retire-tion of the last 30, 1993. The state of the col-tation of

I. Breel, dean of the college of

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in a Howell, president of Jersey (in Suc Olise), has announced his regular, effective September 1, high loves Helbide, professor of the left of marks. In the left of the left of the left of marks. Helbides Ruthers 10, 1990 and 1

mine title, associate director of out-tions in the law center at George-tus U, to assistant dean for admis-tus into school at Howard U. I have lated, vice-president for fi-stor at management at Stata U. of New York Chierca (Corliand, has un-suasiki retirement, effective June B. associate director of od

H shaled, director of marketing and defenced at Lyric Open Cleve-control of the Control of Co

Amen Taylor, vice-president at affair at Western Wash-i, to vice-president for alu-sing at U. of Arizona.

Not, shifting to the president and statement agreement according

CONFERENCES, CALLS FOR PAPERS

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This is the sixth in a set les of conferences focused on the pervasive importance of computing in the academic environment. Hundreds of higher education professionals from the Americas and abroad have higher education protessionals from the America and advocal many convened to fearn from each other's varied experiences, to exchange ideas about academic computing, to gain valuable insights (eto imple-menting the latest technology, to identify new resources, and to find colutions to the issues and problems which face us all.

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IN THE ABSOCIATIONS

Renhal Z. Booth, denn of nursing at U. of Alobamo at Birminghom, has been nomed president-elect of American Association of Colleges of Nursing.

Daniel T. Barkowitz, assistant director of financial nid ot Buston College, to as-

vice-president uf American Bandma-tieri Association, dean and professor of Jamal A. Rodgers, dean and professor of surmoil the presidency of American As-sociation of Colleges of Nursing. Preston J. Gartisco, former national ex-ceutive director of Nutional Mental Henlth Association to senior asso-ciate at Association Executive Re-sources Group.

Deaths

Mindon L. Alnawarth, 85, professor emeri-tus of pediatrics at Ohio State U., April 14 in Columbus, Ohio. Robort A. Basch, Jr., 65, former special as-Robert A. Basch, M., 23, former special sistant to the president and former vice-president for development at Cleveland State U., Anril 13 in Cleveland. Ba amoft Beatlay, 97, former president of Simmons College, April 23 in Bedfaud, Muss.

TELECONFERENCES

Here We Go Again: Are Professors and Teachers Shortchanging Women and Girls?

A Live, Interactive Video Teleconference, Co-Sponsored by AAWCIC and the Rio A Live, Interactive Yideo Teleconference, Co-opousoved by AAWC.C and the Rio Hondo College Teaching-Learning Center, on the AAUV Report, "How Schools Shortchange Girls," and its Implications for American Higher Education, For faculty, staff, and leaders in colleges and universities.

> MAY 14, 1992 10:00 . 11:00 cm (PST)

* Sharon Schuster, President AAUW Lella Gonzalez Sulliyan, President AAWCJC
 Evelyn Ilu-Dellart, Dir., Center for Studies of Ethnicity and Race in America

Contact: The Teaching-Learning Center, Rio Hondo College, 3607 Workman Mill Road Whittier, CA 90608, (310) 908-3460 FAX (310) 699-0480

TELECONFERENCE ON WINNING



TO MAKE A WORLD OF DIFFERENCE

Outreach Alliance 2000 Project The Center for Leadership, Development and Research

The University of New Mexico Will Sponsor a Technical Assistance/Grant Writing Teleconference.

May 20, 1992 1:00 - 3:00 p.m. (ET) 12:00 - 2:00 p.m. (CT) 10:00 - 1:00 p.m. (PT)

The aim of the teleconference is to provide an overview of the grant writing and submission process which is designed to increase acprograms as suthorized under Part D of the Individuals with Dis-abilities Education Act (IDEA).

Site Registration Form/Due Friday May 13, 1992.

My institution would like to schedule the program.
My institution has a downlink. (If not, complete next item.)
My institution is wired for cable by my local cable station.
If you do not have down-link capabilities call Dr. Walter

Barwick at (202) 737-2405.

Address: City: Telephone: () __ Fax: (=) _

Name of Institution: Downlink Site Location:

Name: (Coordinator) .

Name of Technical Person: __

Telephone: () ...

MAIL TG: Center for Lesdership, Development and Research P.O. Box 91277, Washington, D.C. 20090-1277 or FAX TO: (202), 737-2451

William O, Buyon, 70, former director of the museum of art at U. of Minnesola Duluth, April 2 in Ouluth, Minn. aardan M. Calirns, 20, former dean of the college of a freeliculure at U. of Maryland, April 22 in Laurel, Md. Again 22 in Laurel, Md. Again 22 in Laurel, Md. Again 22 in Laurel, Md. Grange F. Dishas, 1, of, irrofessor of South and Southeast Atlan Studies at U. of California at Ostelecter, April 16 in Berkeley.

and months and the section of the Berkeley. April 15 m Berkeley. Call
Homed B, Ellis 97, professor mention of the Berkeley. April 15 in Capitolis, Call
Barriel Famburg, 89, professor of polyscia for years of the Capital Ca

physics at Princeton U., April 27 in Red-wood, Cal.
Riband C. Powell, 63, professor of medi-cine, biochemistry, and solectilm blois-lend, and in the professor of medicine, April 17 in Indisnapolis, April 17 in Indisnapolis, With F. Sahniki, 86, former adjunct profes-sor of plano at Georae Muson U., April 21 in Alexandria, 86, prevident emeritus Rossali T. Shanpa, 86, prevident emeritus checu.

of Golden Gate U., April 13 in San Friba-cisca.
Arthur A, Blant, B3, professor emeritus of air hyglene ai U. of North Curollina at Chage Hill, April 17 in Chagel Hill, N.C. House Hill, April 18 in Chagel Hill, N.C. A. White, St. deen emeriture of U. of Housel Hill.
A. White, St. deen emeriture of U. of Houseln Law Center, March 10 in Hous-ion.

Clan Carin Wick, \$2, former professor of physics st Columbia U., April 20 in Tu-rin, Ituly.

Coming Events

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MARKET STATE OF THE STATE OF TH

8-9: History. "Empowerment: Per-nectives on African-American Histo-ry in Pennsylvania," conference, Lin-eda University and other sponsors, Lincoln University, Pa. Contact: (717) 787-1041.

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for Cross-Cultural Communication in the Naw Information Age: Continuity, Change, and Innovention, annual con-eresa, International Society for Inter-cultural Education Twioling and Re-search, Wyndham Rose Hall Hotel, Mootego Bay, Jameica, Contact: sta-Tos, (202) 737-5000, fax (202) 737-555.

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30-28 information options. "Carpus vide Information Systems: Leader with Roles for Libraries," confirence, international Business Meetinas Cormition, Marriel Illian Head Head, and the Corner, (2004) 322-3203. "Fassy Federal, (2003) 324-3203. "Fassy Federal, (2003) 324-3203. "Fassy Federal, (2003) 325-3203. "Fassy Federal, (2004) 325-3203. "Fassy Federal, (2004)

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11-12: Merketing. "Morketine Clinic: How to Increase Adult Student Earoll-ment," College Board, Omni Ambas-sador East Hotel, Chiego. Contact; Elena K. Morris, (2121 713-8101.

Elens K. Morris, (212) 713-8101. 11-12: Student renoritment. "Skills Development for New Admission Recruiters," workshup, Council for Advancement and Support of Education, Toronto, Contact: CASE, (202) 328-

5900.

13-1.42: Fund releing. "Corporate and Foundation Support," workshop, Counell for Advancement and Support of Education, Doubletree Marina Del Rey Hotel. Les Angeles. Contest: case, (202) 328-590.

13-1.31 institutional sevancement, "Using Computers in Your Alumni and Development [Generalion." workshop.

ing Computer in Your Alumin and Deing Computer in Your Alumin and DeCouncil for Advancement and Support
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15: Gay people. Meeting, MacLesbian/Gay/Biserual Tea Post-Secondary Educators Cence. Normandale Commit lege, Bloomington, Min. C. Ray Meyers, Normandale Com College, 9700 France Avene.

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Intory, and Scientife Issues Concerning the Preoperative, Operative, and Postoperative Periods," resional workshop, Natiunal Institutes of Health, Detroit, Contact, Andrea Lubienski, Wayne State University Contact, Natiunal Medical Education, University Institute of the Contact of the Conta

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18-19: Menegement. "Values Bosed Total Quality Monogement for Higher Education," institute, Marian College, Wilminaton, Del. Contact: International Values Institute, Marian Col-

lege, 45 South National Avenue, Fond du Luc, Wis. 54935;1414 923-8140, fax 4144 921-322. 124-201 Waste management. "European Perspectives on Waste Management," workshop, California State Polytech-nie University at Pomona and other aponsors, Dxford, England, Contact: (714) 869-228.

(114) 809-2288.
18-22: Medievel studies. "The Text and Texture of Symbology: Shifting Perceptions From 600 to 1600." conference. University of California, Los Angeles, Contact: Center for Medieval and Renaissence."

of California, 405 Hilgard Avenue, Los Angeles 90024-1485; 1213) 825-1880, fix 1213) 825-0655.

19-21: Computes erchitectura. International conference on computer architecture. Association for Computin tecture, Association for Computing Machinery and other sponsors, Queensland, Australio, Connect: Jean-tuc Guadiot, University of Southern California, Oepartment of Electrical Festimeering Systems, sat. 300, Los Angeles 90089-0781; (2131 743-0249, 2424 Anaphas, "Doine to the Suurce: an Introduction to Research in Archives," short course, National Archives," short course, National Archives," short course, National Archives, "South course, National Archives," short course, National Archives," short course, National Archives," short course, National Archives," short course, National Archives, "South Course, Nationa chives. Weshinston. Coulset: Butl Nature Butling. Libition of the Manager Butling. Public Program Univision. Diffice of Public Program Univision. Diffice of Public Programs. National Archives. Weshinston 20068; 2021; 119-2316. Weshinston and Country of Public Programs. National Archives. on exposure communication. Fur-tion in Uncertain Times. Verofiteren. on corporate communication. Fur-tion Public University. Maldoon. Occapatoment of Enalth and Communi-cations, Fairling Dickinson University. 33 Medition Avenue. Maldoon. A.J. Continued on Evilencing Page.

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CONFERENCES, CALLS FOR PAPERS

ECONOMIC & SOCIAL ISSUES IN THE NEW SOUTH: PERSPECTIVES ON RACE AND ETHNICITY



September 24 - 26, 1992 - Tampa, Florida

CALL FOR PAPERS

Transitiontoconference will forus on exvanorie and social bases as they are instanctioning, excluding, gender and close, as in Perez-South, "Although the agical area will be incomed and presentence will be give habitate in terms all the board and presentence will be give habitate in terms all confidence from Foundation and the confidence from Foundation for the Confidence for Foundation for the Confidence for Foundation for the Confidence for Education as the Bohershof of Thus or A points.

Individual Papers, Paucis and/or Symposia, and Roundtables are total. Three broad conference tracts have been totaltively identified: Brooms and Politiral Issues, Social and Family tours, Educational and Chiral Janua.

Mose submit proposals by JUNK 15, 1992 to:

Dr. Marvis Moore Dr. Marvin Moore 1992 Conference, The Institute on Black Life University of South Phytida 4202 E. Fawlez Ave., I III 609 Tampa, F.I., 33620

Call for Papers

POPULAR CULTURE ASSOCIATION AMERICAN CULTURE ASSOCIATION

Annual Meeting New Orleans

The next annual meeting of the Popular Culture Association/American Culture Association will be held New Orleans, April 7-10, 1993. Popular Culture Sudles/American Culture Studies are Interpreted hoadly and deeply. Participants in all areas of the arts, tunanities, social sciences and physical sciences are inited to strend. Papers are solicited on sil subjects.

Area Chairs, who are responsible for all areas, are angued in over 150 subjects. For the name of the Chair a their area, people interested in participating in the meeting are urged to write immediately to:

Ray Browne, Popular Culture Bowling Green State University Bowling Green, OH 43403 or call 419-372-2931, FAX 419-372-8095

The University of Central Florida invites papers

From scholars in literature, history, art history and social and intellectual history for Second Biennial Conference on the Arts and Public Policy: PRIVATE LIVES and PUBLIC ROLES:

Literature and the Arts, 1500-1700 Orlando, Florida · 25-27 March 1993 deal electrons or proposals for papers (reading length 15 minutes) to: Professor Katherine Keller or Professor Gerald Schiffhorst and of English, University of Central Florida, Orlando, Florida 32818



June 21-24, 1992

The Fontainebleau Hilton . Miami Beach, FL

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Kay McClenney on assessment and national educetion reform

■ Dan Seymour on TQM for the academy

Carol Schneider and K. Patricle Cross on assessing majors and progrems Alexender Astin on the assessment of general

education Dick Light on how assessment is making a dif-

ference at Harvard

Gather information and ideas, participate in capstone experiences end book discussions, and network with committed colleagues. For everyone from novice to assessment veteran, this yeer's conference promises to be the richest and most involving ever.

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Coming Events

Continued From Preceding Page a 20-21: Massagament. "Values Hased »Twid Quality Managament for Hisher Calucation," inntitute, Marinn College. West Point, N.Y. Contact: Interna-tional Volues Institute, Marion Col-lege, 45 South Notional Avenue, Foad lu Lac, Wis. 54935; [414) 923-8140, fac 4[41] 921-829.

(414) 921-8228.

20-21 Nurning. "Successful Orantwinning Techniques for Nurses und Health-Care Professionals," semi-ruar, Dovid G. Bnuer Associates, Omni Park Central Hotel, New York. Contact: Doga, Suire 248, 2604 Elmwood Avenue, Rochester, N.Y. 14618; (800) 916-0733.

20-22: Academic advising, Resigna 20-22: Acedamic advising. Regional conference, National Academic Advising Association, University of Kinsus, Lawrence, Kan. Cuntacl: Joe VunZandt, 1913) 864-4371.
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20-22: Research parks. "Global Technolosy Development: University Reventel Parks and Incubators," manual
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Graduote Student Association, How-ard University, Washington, Cuntact; 1510 642-5881 or (510) 642-6890. 22-24 International sducetten, Work-shoos, NAPSA: Association of Interna-tional Educotors, Chicago, Contact; NAPSA, Suito 1000, 1875 Conneclicul Avente, N.W., Washington 20009-5728; 1202) 462-4811, 10x (2021 667-2410

3419.
22-28: Sport history. Annual conven-tion. North American Society for Sport History, Daihousio University, Hallina, Nova Scotia. Contact: Joan Buil Denartment of Human Perform-

ance and Sport Studies, University of Teneases, Knoxville, 1-en. 3799-2700.

International studies. "North American Research Studies of Teneases, Knoxville, 1-en. 3799-2700.

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Memorial Day Observed

25-25: Managamont. "Meril-Pay Sys-tems." workshop, OR/Ed Loborato-ries, Driental, N.C. Contact: OR/Ed, P.O. Box 888, Orientol, N.C. 28571;

P.O. Box 888, Orientol, N.C. 28571; 1919) 249-3040. 25-29: Collage stores. Annual meelins, National Association of College Stores, New Orleans, Contact: NACS, 530 East Lurain Street, Oberlin, Dhio 44074; (216) 775-7777.

300 cash Lordin angles, Oseria, Batal 40(74; (216) 775-777). 28-20: International studies. "Global ration and the Caribbean." confer-ence, Caribbean Studies Association, Grentain. Confinct; Pdward L. Cox. Deportment of Phistory, Rice University 377, 493, 1992. Houston 1725; (713). 28-29: Student parsonnel. "Goleway to New Allience," "transit propferers."

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Doals," wortshop, Council for Advancement and Support of Education and American Association of Collegine Registrars and Admissions Difficers, Withington Contact: CASE, Suite 400, 11 Dupont Circle, Wishing-

Suite 400, 11 Dupont Circle, Whishing-bion 20006; C2021 328-5900.
28-8-90: Americas nibudies. "Suburban Development and Quality of Life lin lie U. S. A.," interdiscoplinary national conference, international Institute for Suburban and Realonal Studies, Briti-imore. Contret: Karol H. Borowski, ISBS, Merylmid Center, Box 20060, Baltimore 21239; 1410 436-6062.

Baltimore 21129; 1610 t. 26. 662.
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Deadlines

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PELLOWANIPS

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N.W., Washinston 2050s; (202) 786-0466.

June 18F Rübrights. Applications for Rübright awards for research and/or lecturing in Auntralania or South Asia. Contast: Council for International Ex-change of Scholara, 3007 Tilden Street, N.W., Sutte 5m, Box CHE, Washington 20008-3009; (202) 686-7877.

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May 29. Medical advestios. Applica-tion of the control of the control of a roots under the control of the control of the latinitive of the Robert Wood Johnson Foundation, Contact: Jack McClavili, Profusor and Charlman, Department of Family and Community McClavili, Profusor of Missouri, MZ28 Medical of Family and Community McClavili, College of the control of the control of Spain and Community McClavilia, Section of the control of the Johnson of the Control of the Control of the Husiantijds, Room 802, 1100

az Poteniir Heights, Augusta, 5/92: (27) 52-3170. 5/92: (27) 52-3170. at integration Abstracts of pa-nices and precentation at a con-receive precentation at a con-cer back york. Contact: Jesse 5/2 48 Brooklaan Aveoue, Foir-

Pennsylvania Avenue, N.W., br.; inston 20506; (200) 786-038 juna 3: Humanellia. Application to arrants for publication of tests as humanities or for transition into the Humanities of the Humanities of the Humanities (2000) 180 Pennsylvania (2000) 180 Pennsylvania (2000) 181, 1100 Pennsylvania (2000) 181, 1100 Pennsylvania (2000) 181, 1100 Pennsylvania (2000) 183, 2000) 2000, 2000 15.7 48 Brooklam Vectors 15.7 48 Brooklam Vect

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Less the Homan Condition." proble presentation at an interna-pleofrence, to be held in August and South Koren, Contact: A-T. Lancis, World Phenomenology

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